

UNIVERSITY
OF
CALIFORNIA
HEALTH

Executive Leadership in Academic Medicine

ALUMNAE DIRECTORY

Welcome

“May the leaps you take,
create a space for
others to softly land.”

– unknown



Dear Colleagues:

It is with great excitement that I bring you greetings on behalf of the University of California's 20 health professional schools and six Academic Health Centers — collectively known as University of California Health. As a fellow ELUM (2008), I know first-hand about the benefits and opportunities that the ELAM program provides women leaders in academic medicine, dentistry, pharmacy, and public health. I truly believe that this extraordinary program is changing the face of academic leadership and creating more inclusive environments at health sciences institutions nationwide.

Leadership development for women has been one of many things that I have been passionate about throughout my career. With nearly 50 ELAM Alumnae across the UC system, there is such an incredible opportunity for us to use the power in our voice, cultivate a strong network, and bring our diverse perspectives together to elevate and advance more women leaders systemwide. I have no doubt that the collective power of UC ELUMs working together would be transformational for our educational programs and health systems. But I also believe that building relationships across campuses can be a great source of community and provide opportunities to share best practices and celebrate one another.

It is my hope that this directory can serve as a resource for ELUMs at the University of California to reconnect with those on your campus, within your cohort, and with the ELAM program overall. I also hope that it will inspire new connections that can leverage the power of this incredible group. I look forward to working with you and am excited about what we will do together!

All the best,

Carrie Byington, M.D.
Executive Vice President
University of California Health
University of California, Office of the President

About ELAM

Established in 1995, the Hedwig van Ameringen Executive Leadership in Academic Medicine® (ELAM) program offers an intensive one-year fellowship of leadership training with extensive coaching, networking and mentoring opportunities aimed at expanding the national pool of qualified women candidates for leadership in academic medicine, dentistry, public health and pharmacy.

Despite the greater numbers of women matriculating at our nation's medical, dental and public health schools, women are still significantly underrepresented within the topmost administrative ranks of academic health centers (AHCs), even though there is a widely acknowledged need to diversify leadership and improve cultural and gender sensitivity in health care training and delivery. Placing more women in positions of senior leadership at AHCs will provide important new perspectives for decision making and help speed the curricular, organizational and policy changes needed to ensure a more effective, representative and responsive health care system.

The ELAM program has been specially developed for senior women faculty at the associate or full professor level who demonstrate the greatest potential for assuming executive leadership positions at academic health centers within the next five years. While attaining higher levels within the AHC executive ranks is the program's primary focus, ELAM encourages its graduates to pursue the full diversity of roles that offer opportunities for leadership within their organizations.

The Institutional Action Project (IAP) is a key activity supporting leadership development and organizational innovation. During the ELAM fellowship, each fellow designs, implements and initiates evaluation of an IAP. The goal of the IAP is to expand the fellow's leadership skills and institutional visibility through an institutional initiative that aligns with the fellow's experience and expertise and that meets an organizational goal or need. The purpose of the IAP is to integrate the curricular resources and peer support of the fellowship in a tangible leadership contribution to the fellow's institution.

The effectiveness of ELAM's distinctive approach to leadership preparation is broadly recognized within the academic health community. ELAM graduates now number over 1,200 and serve in numerous leadership positions — department head through university president — at 269 U.S. and Canadian academic health centers.

Acceptance into ELAM is determined through an annual competitive selection process, in which approximately 60 candidates are chosen each year.

Alumnae by location

UC HEALTH

Carrie L. Byington, M.D.
2008

UC DAVIS HEALTH

Colleen E. Clancy, Ph.D.
2016

Diana Lee Farmer, M.D.
2004

Ellen B. Gold, M.A., Ph.D.
2009

Lydia Pleotis Howell, M.D.
1999

Jesse P. Joad, M.D., M.S.
2008

Karen Kelly, M.D.
2013

Nancy E. Lane, M.D.
1998

Susan Murin, M.D., M.Sc., M.B.A.
2004

Tina L. Palmieri, M.D.
2010

Ruth S. Shim, M.D., M.P.H.
2019

Sandhya Venugopal, M.D.
2018

Amparo C. Villablanca, M.D.
2001

Rachel Anne Whitmer, Ph.D.
2020

UC IRVINE HEALTH

Daniela A. Bota, M.D., Ph.D.
2018

Coleen K. Cunningham, M.D.
2018

Shyrl I. Sistrunk, M.D.
2012

UCLA HEALTH

Kathryn A. Atchison, D.D.S., M.P.H.
2005

Carol Joan Bennett, M.D.
2019

Maria Ines Boechat, M.D.
2010

Sherin U. Devaskar, M.D.
2011

Lynn K. Gordon, M.D., Ph.D.
2008

Sarah M. Dry, M.D.
2012

Ming Guo, M.D., Ph.D.
2017

Sarah J. Kilpatrick, M.D., Ph.D.
1999

Diana V. Messadi, D.D.S., M.M.Sc., D.M.Sc.
2010

Margareta Danuta Pisarska, M.D.
2017

Nancy L. Sicotte, M.D.
2021

Margaret L. Stuber, M.D.
2003

Areti Tillou, M.D.
2016

Barbara Margaret Van de Wiele, M.D.
2021

UC RIVERSIDE HEALTH

Deborah Deas, M.D., M.P.H.
2006

UC SAN DIEGO HEALTH

Zea Borok, M.D.
2019

Kathleen M. Kim, M.D., M.P.H.
1998

Ana M. Pajor, Ph.D.
2004

Vivian Reznik, M.D., M.P.H.
1998

UCSF HEALTH

Claire D. Brindis, Dr.P.H.
2005

Marcelle Ivonne Cedars, M.D.
2005

Elena Fuentes-Afflick, M.D., M.P.H.
2011

Linda C. Giudice, M.D., Ph.D., M.Sc.
2002

Yvonne L. Hernandez-Kapila, D.D.S., Ph.D.
2018

Jane E. Koehler, M.D.
2003

Catherine R. Lucey, M.D.
2005

Amy P. Murtha, M.D.
2015

Mary-Ann Shafer, M.D.
2006

Caroline Helene Shiboski, D.D.S, Ph.D, M.P.H
2013

Julie Ann Sosa, M.D., M.A.
2016

Jacqueline Peterson Tulskey, M.D.
2006

Louise C. Walter, M.D.
2020

Alumnae

Kathryn A. Atchison, D.D.S., M.P.H.

Dr. Kathryn A. Atchison was a member of the 2004-2005 ELAM class, coming in as Associate Dean for Research and Knowledge Management at the UCLA School of Dentistry. She is a professor emeritus in the UCLA School of Dentistry, and jointly appointed in the UCLA Jonathan and Karin Fielding School of Public Health, Department of Health Policy Management. Dr. Atchison served UCLA as the Vice Provost, New Collaborative Initiatives for UCLA from 2011 to 2016 where she assisted faculty in launching novel academic and research programs, many of which cross national and disciplinary boundaries. Before that she served the campus as Vice Provost Intellectual Property and Industry Relations from 2005 to 2011. During 2014-15, Dr. Atchison was on special assignment to the Office of the Director of the National Institute of Dental and Craniofacial Research (NIDCR) in the National Institutes of Health where she helped develop strategies aimed at strengthening NIDCR's ability to translate research discoveries into new tools and treatment. She also led the preparation of a Commissioned Paper for the National Academy of Medicine's Roundtable on Health Literacy, entitled "Integrating Oral Health, Primary Care, and Health Literacy: Considerations for Health Professional Practice, Education and Policy."



**Vice Provost for
Intellectual Property and
Industry Relations**

Professor of Dentistry

Professor of Public Health

*University of California at
Los Angeles School of Dentistry*

ELAM CLASS

2005

Carol Joan Bennett, M.D.

ELAM taught me targeted strategies to engage in promoting both myself and my institution. I worked diligently with others from a variety of institutions across the United States and began a dialogue regarding academic advancement with my peers at a wide variety of institutions, in a wide variety of specialties. One of the outcomes I enjoyed most was the opportunity to exchange concepts with women from a wide variety of clinical backgrounds and specialties. Truly a year of mental, personal and emotional growth



Chief of Urology
Clinical Professor of Urology

*University of California,
David Geffen School of Medicine
at UCLA*

ELAM CLASS

2019

Maria Ines Boechat, M.D.

I am currently a Professor Emerita, having retired from clinical practice in 2018 after 36 years at UCLA. While at UCLA, I was Chief of Pediatric Radiology as well as Director of the Pediatric Radiology Fellowship training program. Outside my clinical practice, I focused on improving access for faculty women and underrepresented minorities at UCLA. I twice chaired the Academic Senate's Committee on Diversity, Equity, and Inclusion. I was specifically interested in issues of equity, particularly within the School of Medicine.

In pursuit of strengthening my leadership portfolio while also working towards achieving equity in the Health Sciences, I participated in ELAM during 2009-2010. My ELAM project was entitled "Shared Best Practices to Improve Representation of Women and Minorities at the University of California Schools of Medicine". It stemmed from my 2007 work as a Special Assistant to the Provost at the UCOP. In this role, I visited the five UC Health Sciences campuses, interviewed faculty and administrators, and collected materials on each campus' efforts to promote diversity. A report on "Diversity in the Health Sciences" was released in 2008 and one of its recommendations was that best practices for diversity, equity and inclusion should be shared between different campuses so that successful strategies are not siloed and, instead, are a collaborative effort. My ELAM project, in partnership with Dr. Lynn Gordon and Prof. Rosina Becerra, aimed to apply these principles within the UCLA system through a website focused on successful diversity initiatives. In the spirit of collaboration, we partnered with Drs. Renee Navarro at UCSF and Vivian Reznik at UCSD who were also involved in diversity efforts.

Although my ELAM year is long gone, the experience has been invaluable, and the foundation provided were useful in all these years. ELAM provided the tools to better understand the University system, widened my professional network, gave me access to leaders in different positions within UC, and increased my confidence that I could attain my goals. Furthering my diversity and inclusion work, from 2013- 2021, I participated in the Moreno Report Implementation Committee appointed by the UCLA Chancellor Block and by the Executive Vice-Chancellor and Provost Waugh. This committee addressed issues raised by the Moreno Report which reviewed incidents of racial and ethnic bias and discrimination experienced by faculty. A 2021 report showed that although many steps had been taken in the right direction, there is still work to be done. A new committee will be appointed to continue this task and I am committed to continue to participate in its activities, using the theory and tools from my ELAM year to guide me.



**Chief, Section of Pediatric
Radiology, Department of
Radiological Sciences**

**Professor of Radiology and
Pediatrics**

*University of California,
David Geffen School of Medicine
at UCLA*

ELAM CLASS

2010

Zea Borok, M.D.

When I applied to ELAM I was quite ambivalent about pursuing further leadership roles beyond my then position as Chief of a Division of Pulmonary, Critical Care and Sleep Medicine. ELAM provided a space for me to reflect and reevaluate my career thus far. ELAM opened other opportunities for me, while also giving me the confidence and tools to pursue what ultimately turned out to be my next career move of Chair of Medicine at UC San Diego, a position I assumed in April, 2021. ELAM helped me overcome my inner imposter and understand that the only person holding me back was myself!

From a very practical aspect, ELAM introduced me to a coach that helped me prepare for interviews. I am still currently working with him as I navigate the challenges of being a new chair — amidst the additional personal and institutional challenges of the COVID-19 pandemic. ELAM also created a network of people for me to reach out to with questions — including Nancy Spector who connected me with relevant people that guided me during the interview process. Without ELAM, I definitely would not be in the position I am today. The all-pervasive imposter syndrome still rears its ugly head from time to time, but I am now able to recognize it for what it is, mostly ignore it and keep moving forward. I know that I always have people to call on for advice and to support me through the challenges.

My IAP at my former institution, USC, was to create a Center for Gender Equity in Medicine and Science (GEMS) which I accomplished and for which I was able to enlist support from the dean. What started off in my mind as a very small project focused on sexual harassment expanded, through the guidance of my ELAM mentors, into a much larger vision that encompassed all aspects of gender equity including representation, promotion and leadership development. Over the two years I led GEMS, we undertook a number of initiatives including gender bias training for 200 leaders of the School of Medicine, online leadership development training, partnering with gender equity experts around research, and communication strategies. When I left, I was able to hand over the leadership role to a colleague who led one of our work groups. I am proud that GEMS is a recognized and respected entity of the organization. Again, none of this would have been possible without my ELAM mentors.



**Chair of the Department
of Medicine**

*University of California,
San Diego, School of Medicine*

ELAM CLASS

2019

Daniela A. Bota, M.D., Ph.D.

Bota grew up in Romania, in a family of engineers. It was assumed she'd follow them into the profession — she was a national mathematics champion in her youth — but Bota had another path in mind. “I wanted to make a more significant contribution,” she says. “I wanted to combine my analytical side with a place where I could help others. I ended up becoming an M.D.-Ph.D. to blend both.”

At USC, Bota earned a doctorate in molecular biology, focusing on neural degeneration. She then went to the University of Kansas for medical school and a residency in neurology. During her shifts, Bota found herself caring for people with brain tumors — and discovered a new direction for her medical career.

After a neuro-oncology fellowship at Duke University, Bota joined the faculty of UC Irvine's School of Medicine and the Chao Family Comprehensive Cancer Center in November 2007.

Over the past 12 years, Bota has shepherded marizomib from preclinical development all the way through a 700-person international phase III clinical trial now underway.

Bota eagerly offers her knowledge beyond the doors of the Chao Family Comprehensive Cancer Center. Whenever she and her husband, Robert, a local psychiatrist, travel back to their home country of Romania, she consults with medical colleagues there, as there are no certified neuro-oncologists in the nation. On days when the couple work on their farm in the Transylvanian Alps, locals come to them — often on foot — for medical advice. The two hope to eventually establish a clinic in the area.

Back on campus, in her capacity as senior associate dean for clinical research, she uses her vast clinical trial experience to help colleagues in UC Irvine's School of Medicine advance their own research projects into the clinical arena.



**Senior Associate Dean,
Clinical Research**

**Medical Co-Director —
UC Irvine Health
Comprehensive Brain
Tumor Program**

**Associate Professor of
Neurology, Neurosurgery,
Medicine, and Pathology**

Chief Scientific Officer

*University of California, Irvine,
School of Medicine*

ELAM CLASS

2018

Claire D. Brindis, Dr.P.H.

Claire Brindis, DrPH, is a Distinguished Emerita Professor of Pediatrics and Health Policy (on Recall), Department of Pediatrics and Department of Obstetrics, Gynecology and Reproductive Health Sciences and Emerita Director of the Philip R. Lee Institute for Health Policy Studies at the University of California, San Francisco (UCSF). Dr. Brindis is also the Co-Director of the Adolescent and Young Adult Health National Resource Center (<http://nahic.ucsf.edu>) and is PI of the NIH-Building Interdisciplinary Careers in Women's Health (BIRCWH). She is also a Founding Director of the Bixby Center for Global Reproductive Health. She previously chaired the Chancellor's Advisory Committee on the Status of Women at UCSF and received the 2009 Chancellor's Award for Advancing the Careers of Women.

As a Latina bi-lingual, bi-cultural researcher, Dr. Brindis' conducts multi-method research of community and health services interventions, cost-benefit analyses, as well as policy analyses and research on how social disparities impact health outcomes, including access to quality care for adolescents and young adults, reproductive health services, and the impact of migration and acculturation. Research projects include evaluations of federal and California's teenage pregnancy prevention programs, the UCSF Pre-term Birth Initiative Research, and the health and mental health needs of Dreamers (DACA). Underlying these projects is a commitment to analyzing the role that health policy plays in shaping population health, as well as how shared data can play in developing effective interventions, and accelerated learning for improved health outcomes in which community partnerships, including community members, providers, and policy makers, play key roles.

Dr. Brindis is the recipient of numerous state and national awards, including the California Department of Health Services with the 2000 Beverlee A. Myers Award for Excellence in Public Health, the 2001 John C. MacQueen Lecture Award (2001), the 2005 Federal Maternal and Child Health Bureau Director's Award: "In recognition of Contributions Made to the Health of Infants, Mothers, Children, Adolescents & Children with Special Needs", election to the IOM (now National Academy of Medicine) in 2010, the selection in 2012 as Alumni Hall of Fame awardee from the UCLA School of Public Health, the 2014 Carl Schultz Lifetime Achievement Award from the American Public Health Association, UCSF's Lifetime Achievement in Mentoring Award in 2016, and in 2019, selected as one of the UC Berkeley's School of Public Health's most influential alumni on the occasion of its 75th Anniversary of its establishment. Most recently, Dr. Brindis was honored with the Martha May Eliot Award in Maternal and Child Health (2020) by the American Public Health Association, the Maternal and Child Health Bureau's Title V Lifetime Achievement Award (2021), and the Pioneering Award by the National School-Based Alliance (2021). *As one of the first non-MDs in the program, Dr. Brindis (Class of 2003-04) attributes many of her leadership skills and the opportunities she pursued over the past decades at UCSF to the valuable lessons learned because of ELUM and the priceless confidence and support she gained from the program faculty and her wonderful peers in her cohort that year.*



Director, Bixby Center for
Global Reproductive Health

Director, Philip R. Lee Institute
for Health Policy Studies

Professor of Pediatrics and
Health Policy

University of California,
San Francisco,
School of Medicine

ELAM CLASS

2005

Carrie L. Byington, M.D.

I participated in ELAM while I was at the University of Utah. In 2007-2008, I served as the Vice Chair for Pediatrics with oversight of the research enterprise. My ELAM project was to develop a mentoring program for clinician scientists. I learned how to do strategic planning, based on the book, From Good to Great by Jim Collins, in the ELAM program. I conducted a strategic planning session and developed the Pediatric Clinical and Translational Science (P-CATS) mentoring program. The 2-year holistic mentoring program uses a Matrix-Model, that I developed with input from stakeholders across the pediatric enterprise (Byington et al., A Matrix Mentoring Model That Effectively Supports Clinical and Translational Scientists and Increases Inclusion in Biomedical Research: Lessons from the University of Utah, Academic Medicine April 2016).

The program was successful in the Department of Pediatrics and was adopted first by the University of Utah School of Medicine in 2013, the 5 Health Sciences colleges in 2014, and the remainder of the University in 2016. The name of the program was changed to the Vice President's Clinical and Translational (VP-CAT) Scholar program in 2013 to be more inclusive. To date the program has provided mentorship for — 150 early-career investigators. These faculty members have become principal investigators of grants totaling — \$200 million. Of the VPCAT graduates, 64% are women or those otherwise under-represented in medicine and science. 98% continue to be engaged in research and continue to pursue academic careers. Measuring indirect costs alone, the return on investment in the program is 7 to 1. VP-CAT has become the principal faculty mentoring program at the University of Utah. The VP-CAT program was recognized by the Association of American Medical Colleges with an Innovation in Research and Education Award in 2019.

As EVP for University of California Health, I lead the country's largest public academic health care system. UC's health delivery and education enterprise is comprised of six academic health centers which include 12 hospitals and 20 health science schools, many of which are ranked among the country's best. In this role, I have led the COVID-19 response for the UC System including preparing hospitals for surge, protecting — 100,000 health care workers, developing testing, supporting the health and safety of — 600,000 students and employees on 10 campuses, coordinating the COVID vaccine roll-out, and partnering with the state of California to provide expertise and capacity for pandemic response.

I am trained as a pediatric infectious diseases specialist and my research career has focused on respiratory pathogens of pandemic potential. I remain very interested in development of diagnostic technology for early pandemic detection and in research related to health security. I chair the Association of Academic Health Centers Presidential Council on Health Security.

As a Mexican-American woman in academic medicine, I have worked to end health disparities and increase health equity. I look forward to creating a supportive group for leadership development across the UC System through our ELAM/ELUM network.



Executive Vice President
University of California Health

University of California,
Office of the President

ELAM CLASS

2008

Marcelle Ivonne Cedars, M.D.

Dr. Marcelle Cedars is a specialist in caring for patients going through in vitro fertilization and perimenopause, as well as patients with polycystic ovarian syndrome. She is director of the UCSF Center for Reproductive Health.

Cedars also directs UCSF's reproductive endocrinology division, coordinating the relationship between scientific research and personalized care for patients. In her own research, she focuses on ovarian aging and how it affects both fertility and women's overall health.

Cedars received her medical training at the University of Texas Southwestern Medical School. She completed a residency in obstetrics and gynecology at Parkland Health & Hospital System, followed by a fellowship in reproductive endocrinology at the University of California, Los Angeles.



**Director, Division of
Reproductive Endocrinology**
**Professor of Obstetrics and
Gynecology**

*University of California,
San Francisco,
School of Medicine*

ELAM CLASS

2005

Colleen E. Clancy, Ph.D.

I served as Chair for the University of California Academic Senate System-wide Committee on Affirmative Action, Diversity and Equity (UCAADE). My ELAM project was to develop a Faculty Equity Advisor program at UC Davis School of Medicine to amplify efforts in promoting faculty diversity by connecting administrative priorities and strategic plans, as they relate to diversity, with search committee activities. The goal was to have Faculty Equity Advisors provide outreach, advice, information, and training to advance recruitment of a diverse faculty.

The pilot revealed unanticipated challenges to achieve faculty diversity through the faculty equity advisor model. Despite an underrepresented minority Department Chair with a longstanding commitment to diversity, a diverse search committee, diversity and implicit bias training and the presence of an equity advisor, the search resulted in the nomination of two finalists from overrepresented groups.

Analysis resulting from this project led to the emergence of a new program when I moved into my administrative role following ELAM. The Faculty Excellence in Diversity is an opt-in program that I offered to the council of chairs and leadership. In exchange for additional services and financial resources provided by academic personnel, we asked department chairs to be aware of the social science research and to be accountable for diversity and inclusion in their department. We asked chairs to seek external catalyzing resources such as connecting to the Presidents Post-doctoral Fellows Program and Chancellor Fellows Program. We asked chairs and faculty to let us partner with them, which resulted in the hiring of dozens of historically underrepresented faculty. The program has been very successful - In the fall of 2021, we have 99 URM faculty in the Schools of Health versus 63 URM faculty in 2017.

At the core of my personality, in my science and in all my leadership endeavors, I am a builder. I see needs all around me and develop collaborative plans with the right people to build structures and processes to address those needs. In the case of my AVC role, I have set out on an ambitious plan to completely revamp and improve operations, but the grander goal for me is to develop a national model for workplace climate, culture, excellence, and career satisfaction, advancement and success. One of my goals is to empower and develop student, faculty and academic leaders throughout campus. Programming to develop multilevel leadership to empower leaders at all organization levels is critical to growth and success of an institution.

As a scientist trained in computational/theoretical biophysics, I have built a diverse scientific team that includes a group of senior Ph.D. scientists, computer programmers, post-doctoral scholars, graduate students and undergraduates. My role on the team is advisor, mentor, editor, organizer, manager and general science wonk. My lab has grown over the past decade to be internationally recognized in the fields of computational biophysics and computational cardiology. We have authored more than 100 published works including publications and chapters and I have given dozens of invited talks including keynotes and symposia. My laboratory is currently funded with industry funding, donor funding and with multiple NIH grants totaling >2 M/year. Most recently, I was the recipient of the 2020 School of Medicine Research Award.

I am delighted to pay it forward with an emphasis on doing so by continued engagement with the ELAM/ELUM community.



**Associate Vice Chancellor for
Academic Personnel Schools of
Human Health Sciences**
**Professor of Physiology and
Membrane Biology**
Professor of Pharmacology

University of California Davis

ELAM CLASS

2016

Coleen K. Cunningham, M.D.

Interests: I am still interested in my research work in pediatric HIV and immunization and I have interest in leadership development, in particular in advancing women and underrepresented in medicine individuals into leadership in medicine. I am committed to mentoring and supporting junior leaders.

How my career has been shaped by ELAM: If I only had a heart, a brain, da nerve.....

The song from the Wizard of Oz comes to mind in that we all have qualities and strengths that we might not fully recognize until someone else shows us that we have them. That is what ELAM did for me. Sure, I knew I had leadership roles, but I couldn't really think of myself as "a leader". ELAM taught me that I could learn the necessary skills and capitalize on my strengths to take on challenging leadership positions. ELAM provided lots of fact-based training, which was good; but, more importantly, ELAM gave me the confidence I needed to say, yes, I can do this.

ELAM also gave me ELUMs. My learning community has been a great group of friends and supporters. My whole class was amazing and being part of the extensive network of ELUMs has been invaluable in furthering my career.



Senior Vice President and
Pediatrician-in-chief

Chair of Pediatrics

Professor of Pediatrics
and Pathology

University of California, Irvine,
School of Medicine

ELAM CLASS

2018

Deborah Deas, M.D., M.P.H.

I am forever grateful to ELAM for the opportunity to learn and share with esteemed women leaders across the country. Through ELAM, I was able to refine my leadership skills, establish a network of colleagues, develop life-long friendships, sponsor and assist in the advancement of women at my home institution and beyond.

My institutional action project, "A comprehensive strategic plan for diversifying the Medical University of South Carolina (MUSC) College of Medicine" resulted in more than a 2-fold increase in under-represented medical students, residents, and faculty, as well as an increase in women and under-represented minorities in leadership positions. For five consecutive years, 10 African American males matriculated in the medical school (40 black males over 4-years), representing a greater matriculation rate of Black males into medical school at MUSC than other US medical schools with the exception of medical schools at Historically Black Colleges and Universities (HBCUs). MUSC College of Medicine was recognized with the AAMC Institutional Diversity Award for its contributions to diversity.

As Vice Chancellor for Health Sciences and Dean of the University of California Riverside (UCR) School of Medicine, I made diversity, equity and inclusion central priorities that are embraced by the School of Medicine's leadership, faculty, staff and students. UCR's mission is "to train a diverse physician workforce and develop programs in research and clinical care to serve the people of Inland Southern California." Consistent with UCR's mission, under-represented in medicine students represent 45% of the medical school, 42% of students in biomedical sciences (MS, PhD), 48% of the medical school staff and 13% of the faculty. ELAM taught me what it really means to "lean in" and I am employing those skills in every sector and teaching others how to do so as well.



CEO for Clinical Affairs

Mark and Pam Rubin Dean,
School of Medicine

Professor of Psychiatry

University of California,
Riverside School of Medicine

ELAM CLASS

2006

Sherin U. Devaskar, M.D.

I was selected by the UCLA EDI Senior Associate Dean to attend ELAM which made it quite difficult in my department at the time. This was because the leadership did not think this course would help me progress in my scientific career given I had a very big and active laboratory including ongoing clinical trials. I was the Executive Vice Chair when this opportunity was offered to me. It was after some discussions that I finally was able to attend ELAM and graduated in 2010.

I found ELAM to put the icing on my cake, as I had attended various other leadership courses previously offered by UCLA and AMSPDC. ELAM was different, as I learned much about myself initially, networked with many individuals, and made life long friends that I keep in touch with to this day, and find them to be great support providing a safe place for discussing any issues including solutions to problems. During ELAM, I was fascinated by the business of medicine and learned much about management of finances. Along those lines, I worked very closely with Paul Staton, who was our health system's CFO at the time, and did an action project related to the finances of the health system, in particular the care of Children within a complex health system. This was the most fulfilling project at the time, as I remember my ultimate poster drew a lot of attention from many of the ELAM attendees. ELAM also gave me the opportunity to attend AAMC meetings at least twice, exposing me to multiple leaders from various institutions. In addition, I was fortunate that the Vice Chancellor and Dean at that time, attended my graduation at ELAM despite his busy schedule. I got to have many conversations with him there and know his leadership style. I think ELAM equipped me well for the various leadership roles I was to take on in time, both locally at my Institution and Nationally at various organizations and at the NIH.

In the latter part of 2010, I was named the Interim Executive Chair of Pediatrics and Physician-in-Chief of the UCLA Children's Hospital and subsequently interviewed for and was named the Permanent Executive Chair and Physician-in-Chief in early 2011. My ELAM experience strengthened my understanding of finances and honed my skills in championing philanthropy, both of which I since have used on behalf of UCLA Health and our pediatric patients.



**Assistant Vice Chancellor
of Children's Health
Executive Chair**

Department of Pediatrics

**Physician-in-Chief,
Mattel Children's Hospital
at UCLA**

**Director, Neonatal
Research Center**

**Distinguished Professor
of Pediatrics**

**Program Director,
Neonatal-Perinatal Medicine
Fellowship Program**

**Executive Director, UCLA
Children's Discovery and
Innovation Institute**

*University of California,
David Geffen School of Medicine
at UCLA*

ELAM CLASS

2011

Sarah M. Dry, M.D.

Medical school did not prepare me to be a leader in academic medicine. The "see one, do one, teach one," mentality from clinical training has mixed success in developing professional and leadership skills. ELAM introduced me to new ideas, data and philosophies, encouraged self-reflection and challenged me to use my new knowledge. ELAM also introduced me to amazing peers who provided support and friendship over the years and who also challenged my thinking in needed and constructive ways. When I completed the ELAM program, I was a mid-career faculty member with early leadership roles and this program gave me the tools I needed to grow and take on greater challenges. It also taught me the importance of safe spaces in which successes, challenges and concerns could be discussed honestly and openly with peers and mentors who I trusted would challenge my thinking, and not let me comfortably occupy a false information echo chamber. This program made me appreciate the value of formal professional and leadership courses for faculty development, and since graduating I have encouraged many faculty members, women and men, to avail themselves of similar opportunities.

I completed ELAM in 2012, when I was an Associate Professor in the Department of Pathology at the David Geffen School of Medicine at UCLA. At that time, I was Director of a large research services core lab/institutional biobank, with clinical and educational responsibilities and engaged in clinical and translational research. My Institutional Action Project was entitled "Instituting global informed consent for use of remnant human biosamples in research." By working together with many close collaborators at UCLA, we were able to successfully implement global informed consent in 2018. We created a unique operation where patients self-navigate an electronic informed consent process which utilizes a video to explain what biospecimens are and how they may be used in research. To date, over 100,000 patients have completed the informed consent process, with ~73% consenting to participate, and we have four papers published or accepted with another two in preparation. We have achieved far greater participation, at a fraction of the cost, compared to traditional biobanking consent processes involving research staff.

In the years since graduating from ELAM, I took on more senior leadership roles in the Department, including the Director of Anatomic Pathology (2016), Interim Chair of the Department of Pathology and Laboratory Medicine (2019) and the permanent Chair of the Department of Pathology and Laboratory Medicine (2021). As Chair, my focuses include: strengthening and growing our research faculty; improving how we communicate the Department's activities and successes within and outside of UCLA; improving the alignment of Department activities with UCLA Health's goals, and; development of faculty and faculty leaders who will lead our Department in the future.



**Chair of Pathology
Director, Anatomic Pathology
Professor, Pathology**

*University of California,
David Geffen School of Medicine
at UCLA*

ELAM CLASS

2012

Diana Lee Farmer, M.D.

Dr. Farmer, an internationally renowned fetal and neonatal surgeon, is chair of the Department of Surgery. She is known for her skilled surgical treatment of congenital anomalies and for her expertise in cancer, airway and intestinal surgeries in newborns.

In 2010, Farmer was inducted as a fellow into the Royal College of Surgeons of England, becoming only the second woman surgeon from the United States to receive this prestigious honor. In 2011, she was elected to membership in the Institute of Medicine of the National Academies, one of the highest honors in medicine.

Farmer is included in the 2010 edition of Who's Who Among American Women and has appeared on national television to discuss surgical innovations.

Farmer is principal investigator of several National Institutes of Health clinical trials on the effectiveness and safety of spina bifida treatments before birth, and she is researching a novel stem cell therapy for repairing damaged neural tissue in spina bifida patients.

Farmer consistently has been recognized for her teaching and service by UC San Francisco, including the 2008 Family House Volunteer of the Year Award, 2009 Golden-Headed Cane Award (the highest faculty teaching award), 2001 and 2002 Outstanding Women Faculty Chancellor's Recognition Award, 2002 and 2008 Department of Surgery Excellence in Teaching Award and 2011 Holly Smith Award for Exceptional Service.



Chair, Department of Surgery
Professor of Pediatrics
and Surgery

*University of California, Davis,
School of Medicine*

ELAM CLASS

2004

Elena Fuentes-Afflick, M.D., M.P.H.

Elena Fuentes-Afflick, MD, MPH, is Professor and Vice Chair of Pediatrics, Chief of Pediatrics at the Zuckerberg San Francisco General Hospital, and Vice Dean for Academic Affairs in the School of Medicine at the University of California, San Francisco. Dr. Fuentes-Afflick obtained her undergraduate and medical degrees at the University of Michigan and a Masters degree in Public Health (Epidemiology) from the University of California, Berkeley. She completed her Pediatric residency and chief residency at UCSF, followed by a research fellowship at the Phillip R. Lee Institute for Health Policy Studies at UCSF. Dr. Fuentes-Afflick's scholarly work has focused on the broad themes of Latino health, acculturation, immigrant health, health disparities, faculty misconduct, faculty development, and diversity in academic medicine. Her research demonstrated the validity of the "epidemiologic paradox" of favorable perinatal outcomes among immigrant Latina women, reported that the relationship between maternal birthplace and perinatal outcomes varies by maternal ethnicity, and that immigration status influences access to care and perinatal health outcomes among Latina women. She has served in national Pediatric leadership roles for the Society for Pediatric Research (Council and President) and the American Pediatric Society (Council and President). Dr. Fuentes-Afflick completed a Fellowship through the Executive Leadership in Academic Medicine (ELAM) program. In 2010, Dr. Fuentes-Afflick was elected to membership in the National Academy of Medicine and has served on numerous consensus committees, the Membership Committee, the Diversity Committee, was elected to the Governing Council, the Executive Committee of Council, and was elected Home Secretary. In 2020, Dr. Fuentes-Afflick was elected to the American Academy of Arts and Sciences.



Vice Dean for Academic Affairs
and Faculty Development
Chief, Pediatrics Service
Vice Chair, Department
of Pediatrics
Professor of Pediatrics,
Epidemiology and Biostatistics

*University of California,
San Francisco,
School of Medicine*

ELAM CLASS

2011

Linda C. Giudice, M.D., Ph.D., M.Sc.

Linda C. Giudice, MD, PhD is Distinguished Professor, Chair Emerita, and the Robert B. Jaffe MD Endowed Professor in the Reproductive Sciences in the Department of Obstetrics, Gynecology and Reproductive Sciences at the University of California, San Francisco (UCSF).

Dr. Linda Giudice is an obstetrician, gynecologist and reproductive endocrinologist who specializes in endometriosis, implantation and ovulatory disorders, and infertility.

Giudice earned a doctorate in biochemistry at the University of California, Los Angeles, then completed a postdoctoral fellowship at the Rockefeller University, working under Nobel Laureate Günter Blobel. She earned her medical degree at Stanford University and completed a residency in obstetrics and gynecology at Stanford and Washington University in St. Louis. She completed a fellowship in reproductive endocrinology and infertility at Stanford.

Giudice served as director of Stanford's reproductive endocrinology and infertility division before joining UCSF in 2005 as Chair of the Department of Obstetrics, Gynecology and Reproductive Sciences. "My experience in the ELAM program prepared me well for leadership positions with a focus on administration, finance, research, mentoring, and personnel management, as well as work-life balance. It was indeed an important reference base and instilled confidence to move ahead in several domains as a leader, standing on the shoulders of giants."



Chair, Department of Obstetrics, Gynecology, and Reproductive Sciences

Robert B. Jaffe Distinguished Professor of Obstetrics, Gynecology, and Reproductive Sciences

University of California, San Francisco, School of Medicine

ELAM CLASS

2003

Ellen B. Gold, M.A., Ph.D.

Dr. Gold is a formally trained epidemiologist with 45 years of experience in conducting observational and interventional research studies. During 2008-2013, she was Chair of the Department of Public Health Sciences in the UC Davis School of Medicine, one of only three female chairs of the 25 department chairs in the School at that time. She attended ELAM in 2008-9, training assisted and guided her in her Chair position. That training provided many important lessons as a Department and School leader. One lesson was being sure to see the 30,000-foot view, because in the trenches one can get lost in the weeds at times. Another important lesson was knowing the key people in the School's administration to contact for advice and aid in targeted areas (eg, Director of Human Resources, IT Director, Associate Dean for Academic Personnel, etc.), and this knowledge was enhanced by requiring ELAM trainees to interview all of these leadership positions as a route of entry to them that proved very useful in the future. A final lesson was developing one's ability to try to see all sides in disputes in an attempt to find common ground but also being able to make honest, well-grounded decisions even in the face of opposition and to be direct in voicing those decisions and their justifications.

Dr. Gold has been PI on a number of NIH-funded epidemiologic, inter-disciplinary studies of the effects of lifestyle factors and occupational/environmental exposures on cancer and women's health, particularly women's reproductive health, ovarian function and menopause. She has continued her research activities as Professor Emeritus, being on recall since her retirement in 2015.

Until mid-2020, she had been the UC Davis site PI for the Study of Women Across the Nation (SWAN), since its inception in late 1994. SWAN is a NIH-funded longitudinal study of the natural history and effects of the menopausal transition on disease risk in a national multi-racial/ethnic cohort of midlife women. Her areas of research in SWAN include evaluating women's hormone levels and the relation of lifestyle, occupational/environmental factors to vasomotor and other symptoms and age at the final menstrual period. She also collaborated on a number of longitudinal analyses for a variety of health outcomes in midlife women within SWAN and in a randomized trial of a dietary intervention for early stage breast cancer survivors (WHEL). Her earlier work included cancer epidemiology studies of childhood brain tumors and pancreatic cancer, as well as adverse reproductive outcomes in female semiconductor workers and subsequently thyroid function and disease in women living near a Superfund site. She has 240 peer-reviewed scientific publications

For 15 years, until 2019, Dr. Gold was Editor-in-Chief of Women and Health, a scientific journal focusing on women's health and gender differences in health and disease. Additionally, mentoring and instructing graduate students and junior faculty have been a significant and rewarding part of her professional life. From 2013-2020, she was PI, after having been the co-Director for eight years, of the ORWH-sponsored UC Davis Building Inter-disciplinary Research Careers in Women's Health (BIRCWH) program, which focused on career development in women's health research for junior faculty. She also received the UC Davis Dean's Excellence in Mentoring Award in 2007 and several other mentoring and outstanding faculty and research awards.



Chair, Department of Public Health Sciences

Chief, Division of Epidemiology

Professor of Public Health

Professor of Epidemiology

University of California, Davis, School of Medicine

ELAM CLASS

2009

Lynn K. Gordon, M.D., Ph.D.

My own professional journey was enhanced by the good fortune of being selected for ELAM in the 2007-2008 cohort. First, receiving the “vote of confidence” from UCLA as their nominee for ELAM was itself an important acknowledgement. At that time, I was Division Chief of Ophthalmology at the Greater Los Angeles VA Healthcare System, led a funded basic science laboratory, and was heavily involved in medical student education. At my first ELAM session, upon meeting my learning community of 8 remarkable women, I strongly felt the imposter syndrome. In my learning community were assistant and associate deans of different institutions as well as a leading co-PI of a forthcoming, successful CTSI grant. However, within hours I felt at home with this group, and I belonged, both to my learning community itself and to the larger cohort of individuals in my year.

During that year my Institutional Action Project was to develop a proposed Academy of Educators for the David Geffen School of Medicine (DGSOM). Through the act of developing that proposal I was exposed to incredible individuals from numerous departments as well as the affiliated hospital systems. Although my goals were initially in the education sphere, several of my learning community members were deans of diversity at their institution and I recognized that my commitments in leadership were rooted in issues of equity, inclusion, diversity, and in helping individuals identify their passions and reach their true potential.

DGSOM did not have a dean of EDI until 2009, when they initiated a search for an Associate Dean of Diversity Affairs, focused on faculty diversity and development. After a search process I was selected to fill that inaugural position. In 2014 I became the inaugural Senior Associate Dean for Equity and Diversity Inclusion, the position that I held until January 2021. During those years in the dean’s office, I served under 4 deans, was part of the initiation of the Equity Advisor program at UCLA, worked closely with the inaugural Vice Chancellor of EDI at UCLA, and had the honor of participating on the UC Health Diversity and Inclusion Task Force. The changes in the approach and the expectations for commitments to equity, diversity, and inclusion were remarkable, but we still have much future work to accomplish. Outside of my official DGSOM role I was also fortunate to serve in leadership positions and on several national boards in my own field of ophthalmology as well as my subspecialty of neuro-ophthalmology. I continue to both serve on task forces related to EDI and contribute to efforts within ophthalmology to create positive change.

ELAM changed my life. It gave me the tools that I lacked to review financial spreadsheets and create budgets, hold critical conversations, effectively work together on teams with individuals from different fields, and helped me become an inclusive leader. I am forever grateful for the experience, the continued friendship with my own learning community, and the opportunity to grow.



Senior Associate Dean,
Diversity Affairs

Vice Chair, Applied
Anatomy College

Professor of Ophthalmology

University of California,
David Geffen School of Medicine
at UCLA

ELAM CLASS

2008

Ming Guo, M.D., Ph.D.

Ming Guo, M.D., Ph.D., is P. Gene & Elaine Smith Chair in Alzheimer’s Disease Research, UCLA Professor of Neurology, Molecular and Medical Pharmacology. She sees internationally referred patients with neurological disorders (Middle East, China, India, Southeast Asia, Europe and South America), with an emphasis on brain degenerative diseases including Alzheimer’s (AD) and Parkinson’s disease (PD). She runs a basic and translational research laboratory at UCLA with a major focus on neurodegenerative diseases and neural regeneration. She is Director of a campus-wide, cross-disciplinary, the National Institutes of Health-funded Aging Center at UCLA.

Dr. Guo is a sought-after speaker nationally and internationally. She has received numerous awards, including the Alfred P. Sloan Foundation Fellowship; the Brain Disorders Awards from the McKnight Foundation; the Klingenstein Simons Fellowship Awards; the Robert H. Ebert Clinical Scholar Award (given to one awardee each year); the American Neurological Association (ANA) Derek Denny Brown Neurological Scholar Award (given to one or two awardees each year); Ellison Medical Foundation Senior Scholar Award on Aging; the National Institutes of Health Exceptional Unconventional Research Enabling Knowledge Acceleration (EUREKA) award. She also received the John H. Walsh Young Investigator Research Prize, which is given to one young UCLA faculty member every three years for significant contributions to research. She is an elected member of the prestigious Association of American Physicians (AAP) which is an honorary society founded in 1885 by Sir William Osler. Selection to AAP is “an indication of the pre-eminence and the highest caliber of physician-led science accomplishments and scientific leadership”.

Dr. Guo is actively involved in leadership activities in the medical and scientific communities. Dr. Guo is a board member of the McKnight Neuroscience Foundation, and serves as Chair of their selection committee for Neurobiology of Brain Disorders Award. She serves on the Scientific Advisory Committee for A.P. Giannini Foundation, and the Editorial Board of Aging Cell and Current Opinion in Neurobiology. She has served as Chair of the Board of Scientific Counselors at the National Institute of Neurological Disorders and Stroke (NINDS). The board provides oversight for the NINDS Intramural Research Program, which utilizes \$150 million per year and advises institute directors on science, budgets and space allocation. She serves as a Board of Director of ANA, which is a professional society of academic neurologists and neuroscientists devoted to academic neurology in education, research and patient care.



P. Gene & Elaine Smith Chair in
Alzheimer’s Disease Research

Professor in Neurology

Professor of Pharmacology

University of California,
David Geffen School of Medicine
at UCLA

ELAM CLASS

2017

Lydia Pleotis Howell, M.D.

I am professor and chair of the Department of Pathology and Laboratory Medicine at UC Davis Health (UCDH), president of the Association of Pathology Chairs (APC), past-president of the American Society of Cytopathology (ASC), and recipient of ASC's Papanicolaou Award, cytopathology's highest honor. I am also the former Associate Dean of Academic Affairs. I serve as the Medical Director of UCDH's clinical laboratories and oversee 40+ faculty and 400+ staff who conduct leading-edge research, advance education for health professionals, and provide comprehensive testing for our region. As chair, I have grown our research mission with a 25+ rank increase from Blue Ridge Institute, expanded subspecialty services, added new training programs, and launched our new Center for Diagnostic Innovation.

My own creative work has focused on new approaches for early detection and diagnosis of breast and cervical cancer, including clinical trials using artificial intelligence. I have provided leadership in standardizing practices that improve quality, outcomes, and access as a member of state and national workgroups for the CDC, NIH, FDA and others. My research has also examined factors influencing women's careers in health science which has been funded by NIH, American Council on Education and the Sloan Foundation.

In 1999-2000, I was UCDH's first ELAM participant, then becoming Associate Dean for Academic Affairs. I expanded and standardized UCDH family-friendly policies which served as a model for new policies adopted across the University of California. Colleague Amparo Villablanca and I examined the policies' influence on careers of women faculty as co-principle investigators for a \$1.27M NIH R01 grant. We cofounded UCDH's award-winning Women in Medicine and Health Science program and co-led it for 15 years. I also leveraged my ELAM experiences to develop new leadership programs for others. I cofounded APC's Leadership Academy and will soon serve as one of three inaugural faculty members developing and leading an immersive leadership program for the American Society of Clinical Pathology.

My ELAM learning project was developing a mission-based management (MBM) system for our school, a then-new approach encouraged by the Association of American Medical Colleges. I published several articles on this project, including two in Academic Medicine. A concept ahead of its time, MBM was not widely adopted, but has been useful to me as department chair, especially recently since MBM shares similarities to today's new funds-flow model for medical schools.

Three lessons from ELAM continue to guide me 20 years later. The first is that all leaders are "a middle"; i.e., no matter how high on the hierarchy, we all must effectively manage up as well as down since every leader has a higher authority. The second is to always read something outside of medicine, advice that felt daunting since keeping up with one's own specialty is hard enough. I became a regular reader of Harvard Business Review and other publications which have greatly influenced my leadership work. The last lesson is to have dreams and aspirations, and to work to achieve these for yourself and others. I am grateful to ELAM for this formative experience and for opening many doors for my career.



Chair, Department of Pathology and Laboratory Medicine

Professor of Pathology

University of California, Davis, School of Medicine

ELAM CLASS

1999

Jesse P. Joad, M.D., M.S.

Jesse Joad, MD MS, is Professor of Pediatrics and Associate Dean of Diversity and Faculty Life Emerita at University of California, Davis School of Medicine. Her ongoing interests are around equity, diversity, and inclusion. She is currently Chair of the Policy and Governmental Affairs Committee at GLMA. GLMA's mission is to ensure equality in healthcare for lesbian, gay, bisexual and transgender, and queer (LGBTQ) individuals and healthcare providers. She has previously served as President of the board. She received her BS, MS (Pharmacology), MD degrees and did her Pediatrics residency, and her Pediatric Pulmonary and Allergy Immunology fellowships all at the University of Iowa. While at UC Davis School of Medicine, she founded and developed the Office of Diversity, her ELAM Institutional Action Project. In that role, she led the California Post Baccalaureate Consortium, revised the search process for faculty recruitments, and sponsored events with students, residents, faculty and local physician groups of women, African Americans, Latinos, Indigenous People and the LGBTQ community. She led the Women in Medicine and Science executive group which sponsored four events per year and published a book: "Under the Plan Tree: Celebrating Our Founding Women In Medicine", a book highlighting stories as told by those women. She founded a URM (underrepresented in medicine) faculty mentorship group, and an LGBTQ social, educational, and advocacy group. This office has continued to expand at the UC Davis Health System as the Office of Equity, Diversity, and Inclusion. Dr. Joad has served on various committees in the Association of American Medical Colleges on LGBTQ issues in medical education and as a faculty advisor and career consultant for the ELAM program.



Executive Coach and Consultant

Professor and Associate Dean for Diversity and Faculty Life Emerita, University of California, Davis

University of California, Davis, School of Medicine

ELAM CLASS

2008

Yvonne L. Hernandez-Kapila, D.D.S., Ph.D.

ELAM Institutional Action Project and Outcomes: Improving Oral Health of Vulnerable Populations Through Inter-Professional Collaborations.

This project enhanced our understanding of the oral health and other determinants for vulnerable populations. This project enhanced access to oral health care by vulnerable populations by seeding sustainable connections between dental providers and community organizations that support homeless/vulnerable populations; the UCSF community dental clinic continues to provide access to care for vulnerable populations.

Research Focus: I've maintained an intense focus on research activities in the areas of host-microbe interactions, the oral microbiome and discovery related to oral cancer carcinogenesis and periodontal disease pathogenesis; often with these two areas of interest connecting. I've been an active member of the UCSF Benioff Center for Microbiome Medicine as a community member, speaker, and grant reviewer. I was honored with the UCSF Alumni Discovery Award in 2021. My professional community, The American Academy of Periodontology recognized me with the Distinguished Scientist Award in 2019. Being honored and selected this year to edit an important volume focused on oral-systemic diseases for the Journal "Periodontology 2000" (top journal in dentistry; impact factor 7.6) was a highlight for me this year. I've put my editorial skills to good use as a Senior Editor for the upcoming 14th edition of the main textbook in my field "Clinical Periodontology"; due to come out in Spring 2022

Teaching/Mentoring Focus: One of my passions is centered around mentoring. I have focused my entire career on mentoring and advising individuals with an eye on Diversity, Equity, and Inclusion. I currently have 3 clinician scientist PhD students that are under-represented minorities (URM) under my direct mentorship in my laboratory and several female students that I am mentoring towards careers in academia. I am proud to be an integral part of these young scholars lives. I was recognized with a national mentoring award in 2019 by the American Association for Dental Research.

Clinical Focus: After resolving the financial solvency issues for our clinic over several years (paying down the deficits of several years and building the future base), despite the COVID pandemic, the clinic financial operations are now sound. We are focusing our teaching efforts on bolstering navigation surgeries, digital dentistry, evidence-based care and scholarship in my Division.

Service Focus: I continue to serve in two major areas; as a reviewer for NIH/NCI and as a Chair of the Research Committee for my professional organization the American Academy of Periodontology; both for many years.



**Vice-Chair of Periodontology;
Professor of Periodontology**

*University of California, San
Francisco, School of Dentistry*

ELAM CLASS

2018

Karen Kelly, M.D.

Dr. Kelly is an internationally recognized lung cancer expert dedicated to providing enhanced cancer care through cutting-edge clinical trials. Dr. Kelly's lung cancer research spans the spectrum of the disease from prevention to treatment. She has been at the forefront of clinical trials development evaluating drugs to treat lung cancer and novel compounds to prevent lung cancer. She is also involved in developing biomarkers for screening and early detection of lung cancer. Dr. Kelly has authored or co-authored more than 190 publications, including original papers, reviews and book chapters. She frequently lectures on lung cancer topics, nationally and internationally. Dr. Kelly is a long-standing active member of ASCO, SWOG and the IASLC. The International Association for the Study of Lung Cancer (IASLC) announced in December 2021, the appointment of Karen L. Kelly to the position of Chief Executive Officer, effective Spring 2022.



**Associate Director for
Clinical Research, UC Davis
Comprehensive Cancer Center**

Professor of Medicine

Phase I Clinical Director

**Medical Director, Clinical
Trials Support Unit**

*University of California, Davis,
School of Medicine*

ELAM CLASS

2013

Sarah J. Kilpatrick, M.D., Ph.D.

Sarah J. Kilpatrick, MD, PhD is the Helping Hand of Los Angeles Endowed Chair in Obstetrics and Gynecology, Professor and Chair of the Department of Obstetrics and Gynecology and Associate Dean for Faculty Development and Diversity at Cedars-Sinai Medical Center. She received a PhD in Biopsychology from the University of Chicago, and an MD from Tulane University School of Medicine. Dr. Kilpatrick completed a residency in obstetrics and gynecology and a fellowship in maternal-fetal medicine at the University of California, San Francisco (UCSF), where she went on to serve as faculty for eight years. At the University of Illinois at Chicago (UIC) she was the Division Director of Maternal-Fetal Medicine and then the Head of the Department of Obstetrics and Gynecology, and the Vice Dean for the College of Medicine at UIC. She was also President of the Medical Staff at the UIC Medical Center. In 2010 She was recruited to Cedars-Sinai in 2011 to be the Chair of the Department of Obstetrics and Gynecology and was appointed Associate Dean for Faculty Development and Diversity. In her leadership roles at Cedars-Sinai Medical Center she has recruited numerous new faculty members, started a family planning program, expanded the minimally invasive gynecologic surgery program and developed multiple collaborations with other departments including women's heart, GI, emergency department, and anesthesiology department. She has also spearheaded new innovative programs about leadership and diversity for faculty including Cedars-Sinai and UCLA midcareer leadership program for women, and summer research internship for college students. Dr. Kilpatrick leads the Cedars-Sinai multidisciplinary Center for Research on Women and Sex Differences (CREWHS).

Dr. Kilpatrick has received numerous awards for her teaching and service, including the UCSF Outstanding Academic Faculty Award, the APGO and CREOG Excellence in Teaching Awards at UIC, the Golden Apple Teaching Award at Cedars-Sinai Medical Center, the March of Dimes Jonas Salk Award for Physician Leadership, and the Society of Maternal Fetal Medicine Annual Award. Dr. Kilpatrick has served on many national OB/GYN organizations and was President of the Society of Maternal Fetal Medicine. She is currently on the Editorial Board for Contemporary Obstetrics and Gynecology and on committees for ACOG. She is board certified in Obstetrics and Gynecology and Maternal Fetal Medicine. Her clinical and research interest focus hypertension in of pregnancy, severe maternal morbidity and mortality, and cardiovascular disease risk in women after adverse pregnancy outcomes. Dr. Kilpatrick continues to care for high risk obstetric patients in both the inpatient and outpatient settings. She is currently involved in the national effort to reduce maternal morbidity and mortality and develop maternal levels of care. She has over 90 publications and chapters.



Chair, Department of Obstetrics and Gynecology, Cedars-Sinai Medical Center

Professor of Obstetrics and Gynecology; Professor

Associate Dean for Faculty Development; Vice Chair, Department of OB GYN

University of California, David Geffen School of Medicine at UCLA

ELAM CLASS

1999

Kathleen M. Kim, M.D., M.P.H.

Dr. Kim was appointed Chief of Staff at the VA San Diego Healthcare System April 2017. She graduated from Brown University with a Bachelors of Arts in Biology in 1979 and with a medical degree in 1983. Dr. Kim also graduated from the Harvard School of Public Health with a Master's degree in Public Health. She completed residency training in Psychiatry at the Yale School of Medicine in 1987, and then completed a two year Post-Doctoral Fellowship in Mental Health Services Research also at Yale.

Dr. Kim is a Diplomat of the American Board of Psychiatry and Neurology and has additional specialty certification in Geriatric Psychiatry. She is Clinical Professor of Psychiatry at UCSD School of Medicine, and a Fellow of the American College Psychiatrists (ACP). Dr. Kim is also a Distinguished Fellow of the American Psychiatric Association (APA). She has chaired the ACP's Geriatric Research Award Committee, and served on the APA's Council on Aging. Dr. Kim is currently a member of the ACP Audit Committee. She served as the Secretary of the Society for Executive Leadership in Academic Medicine.

Dr. Kim previously served as the Deputy Chief of Staff at the VA San Diego Healthcare System from May 2011. She has been a member of the Network 22 Primary Care Mental Health Integration Steering Committee and an ad hoc member of the Network 22 Mental Health Executive Committee.



Deputy Chief of Staff at the VA San Diego Healthcare System

Associate Chief of Psychiatry, Veterans Administration San Diego Healthcare System

Clinical Professor of Psychiatry

University of California, San Diego, School of Medicine

ELAM CLASS

1998

Jane E. Koehler, M.D.

Jane E. Koehler was born in Lincoln, Nebraska in 1953, the third of four sisters. Her father was the son of German-American farmers from Missouri; he was a World War II veteran who was the first in his family to attend college and would later go on to obtain a master's degree and a PhD in soil chemistry. Koehler's mother was of Danish parentage and also grew up in Missouri. She earned her master's degree in food science. Both of Koehler's parents taught at Washington State University during the majority of her childhood. From a young age, she was very interested in medicine, and she credits her sisters with being a considerable influence on her personal ambition and success. Koehler graduated from Vassar College in 1975. She struggled with Hashimoto's thyroiditis during this period, and although she found it hard to adjust to student life, Koehler applied to graduate schools and matriculated into a PhD Program at the University of California, Berkeley. She then decided to earn a master's degree in microbiology instead of a PhD in order to pursue a medical education. Koehler worked as a research associate while she took her MCAT and applied to medical schools. She was eventually accepted into the George Washington University School of Medicine and Health Sciences, where she received an MD in 1984, and met her husband, Stephen X. Nahm. The couple moved to California so that Koehler could begin internship rotations at the University of California, San Francisco. It was there that she became much more interested in the study of infectious diseases. In 1984 Koehler was awarded an infectious disease fellowship at the University of California, San Francisco, where she researched the causative agents of bacillary angiomatosis in Dr. Richard S. Stephens' lab and later in Nina Agabian's lab. In 1988 Koehler began working at the University of California, San Francisco, as a Clinical Instructor of Medicine in the Infectious Diseases Department. She rose through the ranks from Research Microbiologist to Assistant Professor and was eventually appointed Associate Professor of Medicine in Residence in the Infectious Diseases Department. Her current research focuses on tracing the complex life cycle of Bartonella and its role in the frequent infection of immunocompromised patients. Throughout her oral history Koehler points out the many obstacles that women face when undertaking a professional career, and she stresses the importance of positive female mentors. She has won several awards including the American Medical Women's Association Scholarship Achievement Citation, the ICAAC Young Investigator Award, the Pierre Richard Dick-Virbac Foundation First International Award and a Pew Scholars Program in the Biomedical Sciences award.



**Professor of Medicine,
Division of Infectious Diseases**

*University of California,
San Francisco,
School of Medicine*

ELAM CLASS

2003

Nancy E. Lane, M.D.

Nancy E. Lane, MD is an Endowed Professor of Medicine, Rheumatology, and Aging Research, Director for the Center for Musculoskeletal Health, Director of the K12 NIH Building Interdisciplinary Research Careers in Women's Health (BIRCWH), and Principal Investigator of the NIH funded Program on Sex Differences in Musculoskeletal Diseases Across the Lifespan at the University of California at Davis School of Medicine where she has served for the past 8 years.

Dr. Lane is an internationally recognized scientist in the fields of both osteoporosis and osteoarthritis. Her translational research team has been instrumental in defining the role of glucocorticoids in bone fragility including their effects on cell stress and vulnerable cell populations including osteocytes. As a faculty member at the University of California at San Francisco, she pioneered a seminal clinical trial to demonstrate that daily injections of the hormone PTH could reverse glucocorticoid induced osteoporosis. After transitioning to U.C. Davis, she developed a novel compound to direct stem cells to the bone to grow new bone and treat osteoporosis. In addition she has uncovered novel genetic variations that predispose individuals to osteoarthritis and has studied novel treatments for osteoarthritis. She organized and directs an NIH funded junior faculty grant writing workshop that has taught over 300 junior faculty in musculoskeletal medicine grant writing skills that has resulted in a 45% success rate in applicants receiving research grants (2006-present).

Dr. Lane has been recognized by the University, her medical residents, subspecialty fellows, and by her faculty peers as an outstanding mentor with the UC Davis Dean's Award for Scientific Mentoring (2008). Her research accomplishments have been recognized by the UC Davis School of Medicine Dean's Team Science Award (2012), the American College of Rheumatology for the Oscar Gluck Memorial Lecture for outstanding work in Osteoporosis (2011), the Remodeling in Bone "RIB Award" by the International Society of Bone and Mineral Research (2012), her election as a Master of the American College of Physicians (2012) and David Trentham Lectureship and Women in Medicine Lectureship at Harvard Medical School (2013). She is also recipient of the Bone and Joint Decade Outstanding Achievement Award for developing a mentoring program in grant writing (2009).

Dr. Lane was President of the Board of the United States Bone and Joint Decade (2006-2008), co-led the International Bone and Joint Decade Conference in Washington DC (2010), was elected and serves on the council of the American Society of Bone and Mineral Research (2010-2013), and the Orthopedic Research Society.

Dr. Lane is on the editorial boards of Nature Reviews Rheumatology, Rheumatology (Associate Editor), Seminars in Arthritis and Rheumatism (Associate Editor), Co-editor Arthritis and Rheumatism (2005-2010), Journal of Rheumatology, She was elected to the Association of American Physicians (2006), has been named Best Doctors in America annually since 2004, and continues to have an active rheumatology practice.



**Director, Center for
Healthy Aging**

**Professor of Internal Medicine
and Rheumatology**

*University of California, Davis,
School of Medicine*

ELAM CLASS

1998

Catherine R. Lucey, M.D.

Catherine Reinis Lucey, MD, MACP is Vice Dean for Education and Executive Vice Dean for the School of Medicine at the University of California, San Francisco (UCSF). She directs the undergraduate, graduate and continuing medical education programs of the School of Medicine and the Office of Medical Education. Dr. Lucey is on the executive management team for the School of Medicine's Differences Matters Initiative and oversees other strategic initiatives for the medical school and the campus.

Dr. Lucey's national portfolio of work has included membership on the National Academy of Medicine, the Board of Directors of the Association of American Medical Colleges and the American Board of Medical Specialties. Additionally, she served as Chair of the American Board of Internal Medicine. In these roles, she has worked to influence the direction of academic medicine and the continuum of medical education in ways aligned with UCSF's approach to education, culture and community.

Dr. Lucey joined UCSF from Ohio State University, where she was Vice Dean for Education for the College of Medicine and Associate Vice President for Health Sciences Education for the Office of Health Sciences. She completed her residency in internal medicine at UCSF, including service as Chief Resident at the UCSF-affiliated San Francisco General Hospital.

She earned her medical degree from Northwestern University School of Medicine.



Vice Dean for Education
Executive Vice Dean
Professor of Medicine

University of California, San Francisco, School of Medicine

ELAM CLASS

2006

Diana V. Messadi, D.D.S., M.M.Sc., D.M.Sc.

I started my dentistry academic career in Egypt as an Assistant Professor at the Faculty of Dentistry Alexandria University, then moved to the USA thirty years ago and started my academic career at UCLA School of Dentistry. Both schools did not provide formal training to prepare junior faculty for leadership roles in academic dentistry. When I learnt about the ELAM Program, I urged the dean to nominate me and I was fortunate to be selected as one of the dental participants of the class of 2010.

When I completed ELAM in 2010 I was a Professor and Section Chair, I am currently the Associate Dean of Academic Affairs overseeing both the predoctoral and postdoctoral training and education programs of the school. ELAM taught me how to be an effective leader and introduced me to personality assessment, leadership profiles, conflict management, influencing others, and a variety of other topics including university finances, complex group dynamics and how to be a good listener. What I appreciated in the program is the all-women settings, as I felt that my peers in the program have similar challenges, issues and experiences. ELAM also provided me with the opportunity to network and develop relationships with amazing women leaders in academic medicine and dentistry.



Chair, Department of Orofacial Pain, Oral Medicine, Oral Biology and Medicine
Professor of Oral Medicine, Oral Biology and Medicine

University of California at Los Angeles School of Dentistry

ELAM CLASS

2010

Susan Murin, M.D., M.Sc., M.B.A.

I am currently the newly minted Interim Dean at UC Davis, having just been appointed to the role in November 2021.

I completed ELAM in 2004- so long ago! I was an Associate Professor at the time, and among the most junior members of the cohort. ELAM nurtured and expanded my knowledge and skills and left me hungry for more. The part I remember most fondly, and that I found particularly helpful, was the assignment to meet with various executives throughout my home organization. Getting to know them, and becoming known to them, has been key in being effective; there is so much value in knowing who to call to help get things done! In the initial year after completing the program I had an appointment as Faculty Assistant to the Dean, working on various special projects including patient flow. Not long thereafter I briefly left academia to work for Genentech, which was a fantastic experience that showed me what it's like to work in a fully aligned, high functioning, very nimble organization (not words that always apply to AMCs), but was lured back to academia after only a year away, to an expanded role. I credit ELAM with helping me to negotiate the terms of my new position, which was much more sustainable. In the years since I have served in a number of roles here at UC Davis, including Vice-Chair for Clinical Affairs in the Dept of Internal Medicine; Executive Vice-Chair of IM; Chief of the Division of Pulmonary Critical Care and Sleep Medicine; Chief of the Medical Staff; and Vice-Dean for Clinical Affairs/Executive Director of the UC Davis Medical Group. Along the way I completed my MBA through the working professional MBA program here at UC Davis, which built upon the foundational knowledge from ELAM.

I loved my time in ELAM and regret not having maintained a stronger linkage with the program, which I ascribe, partially, to the trauma my small group experienced when one of our members, Linda Crnic, died in a cycling accident during our first small group reunion; we have never gotten together again. I was fortunate, however, to get to reconvene with one of my groupmates, Dr. Diana Farmer, when she was recruited here as our Chair of Surgery, and to have stayed in touch with another groupmate, Dr. Sharon Anderson, who went on to become the (now recently retired) Dean at OHSU and has provided wise counsel at several points in my career.



Vice Chair for Clinical Affairs, Department of Internal Medicine

Chief, Division of Pulmonary, Critical Care and Sleep Medicine, Department of Internal Medicine

Gordon A. Wong Professor of Pulmonary and Critical Care Medicine

Associate Professor of Clinical Internal Medicine; Director, Pulmonary and Critical Care Medicine Fellowship Program

University of California, Davis, School of Medicine

ELAM CLASS

2004

Amy P. Murtha, M.D.

Dr. Amy Murtha is the Edward C. Hill Endowed Professor and Chair of the Department of Obstetrics and Gynecology and Reproductive Sciences and Chief Medical Officer for Women's Health at UCSF. After graduating from the Medical College of Pennsylvania in 1992 she completed her residency in Ob-Gyn and fellowship in Maternal Fetal Medicine (MFM) at Duke University. Prior to joining UCSF on May 1, 2018, Dr. Murtha served as Vice Chair for Research in Obstetrics and Gynecology at Duke University and the Interim Chair for the Ob-Gyn Department. Dr. Murtha also served as the Program Director for the NIH-funded K12 training grant Building Interdisciplinary Research Careers in Women's Health (BIRCWH) and worked at the institution level to harmonize research training opportunities across the Duke School of Medicine.

Dr. Murtha's research career has focused primarily on preterm delivery and specifically on preterm premature rupture of membranes (PPROM). As a clinician scientist, she has the unique perspective of understanding the clinical implications of both basic and laboratory research. Since arriving at UCSF, Dr. Murtha has led the establishment of the UCSF Women's Health Service line, renewed the UCSF NIH Women's Reproductive Health Research K12, restructured the support systems for research within the Department and led institutional initiatives to support women and reproductive justice across the enterprise.



Professor and Chair, Obstetrics, Gynecology & Reproductive Sciences

University of California, San Francisco, School of Medicine

ELAM CLASS

2015

Ana M. Pajor, Ph.D.

Dr. Ana Pajor retired as a Professor from Skaggs School of Pharmacy and Pharmaceutical Sciences at UCSD in June 2018. She received her Ph.D. in Physiology from the University of Arizona (1988) and completed her Postdoctoral training at UCLA. Dr Pajor is an expert in sodium-coupled transporters, particularly the Na⁺/dicarboxylate cotransporters (NaDC) from the SLC13 family. She has been studying the SLC13 transporters for more than 25 years. She first isolated the cDNA coding for NaDC1 using the technique of expression cloning in 1995. NaDC1 and other members of the SLC13 family, including several NaDC3 orthologs, have been the focus of her research ever since. Her lab made fundamental discoveries in the area of structure-function relationships in the SLC13 family, as well as identifying bacterial homologs of NaDC1. Later, she started working on the Na⁺/citrate transporter NaCT (SLC13A5) to characterize specific inhibitors and to characterize genetic mutations in SLC13A5 that results in the citrate transporter disorder (SLC13A5 Deficiency/EIEE25). Dr. Pajor has received several research grants from TESS Research Foundation. She was also the recipient of our very first “TESS Research Superhero” award.



**Professor of Biochemistry and
Molecular Biology**

*University of California,
San Diego Skaggs School
of Pharmacy and
Pharmaceutical Sciences*

ELAM CLASS

2004

Tina L. Palmieri, M.D.

I have several key care philosophies. First, survival after burn injury is not enough. I strive to ensure that patients can be “the best they can be” after burn injury. This means that the patient will have the best function and best appearance possible after a burn injury. Second, the surgical philosophy is to “do it right the first time”. In other words, operate only when needed and do the operation that will give the patient the best long-term outcome. The final philosophy: I am here for the patient and to ensure they achieve the optimal outcome.

Dr. Palmieri is a board-certified surgical intensivist and burn surgeon who specializes in the care of adults and children who have sustained burned injury or have major skin sloughing disorders such as toxic epidermal necrolysis. She has expertise in all aspects of burn injury, but she focuses on critical care, acute burn injury management, and burn disasters. Her past military service in the Air Force gives her a unique perspective on triage and developing priorities of care ranging from wildfire disasters to individual patient care.

Dr. Palmieri’s clinical research focuses on collaboration with diverse stakeholders to optimize outcomes; as such, she has led multicenter trials in blood transfusion and coagulation, complex burn/trauma and brain injury, artificial skin development, opiate pharmacogenomics, and burn outcomes. She has also led the development of international burn care guidelines and burn disaster management guidelines, including treatment of humans and animals injured in wildfires. Finally, she is the director of the UC Davis Burn Data Coordinating Center, which has led multicenter burn trials for the American Burn Association Multicenter Trials Group.



**Director, Burn Center
Assistant Chief of Burns,
Shriners Hospital for Children
Associate Professor of Surgery**

*University of California, Davis,
School of Medicine*

ELAM CLASS

2010

Margareta Danuta Pisarska, M.D.

Dr. Margareta D. Pisarska is the Director, Division of Reproductive Endocrinology and Infertility, Department of Obstetrics and Gynecology, Cedars Sinai Medical Center. She is the Reproductive Endocrinology and Infertility Fellowship Director. She is a Professor, Department of Obstetrics and Gynecology and Biomedical Sciences at Cedars Sinai Medical Center and David Geffen School of Medicine at UCLA.

Dr. Pisarska earned her bachelor's degree at State University of New York (SUNY) at Stony Brook and her medical degree at Upstate Medical Center in New York. She completed residency in Obstetrics and Gynecology at Lenox Hill Hospital in New York City and a fellowship in Reproductive Endocrinology and Infertility at Baylor College of Medicine in Houston. Dr. Pisarska was at Stanford University as a National Institutes of Health (NIH)-sponsored Women's Reproductive Health Research Career Center Scholar before joining the faculty at Cedars-Sinai Medical Center.

She has a comprehensive research program looking at adverse pregnancy outcomes associated with how the pregnancy/placenta implants, using specific genetics approaches to better understand how genetics and environmental influences, including fertility treatments, as well as fetal sex affect mother and infant, which can have long term health implications. Another area of her research focuses on oocyte development, ovarian function and dysfunction including ovarian failure and polycystic ovary syndrome. She has been continuously funded through the National Institutes of Health (NIH) since 2004. She has over 90 publications, reviews, and committee opinions. Her clinical practice reflects her research as she cares for couples with infertility due to multiple etiologies.

Dr. Pisarska has previously served as the Director for the Reproductive Endocrinology and Infertility Division of the American Board of Obstetrics and Gynecology, Chair of the Patient Education Committee and member of the Practice Committee for the American Society for Reproductive Medicine, as well as the Secretary Treasurer of the Society for Reproductive Endocrinology and Infertility. She is current the Lead of the Reproductive Endocrinology and Infertility Team for the Endocrine Society Annual Meeting Steering Committee.

She received multiple awards including the American Society for Reproductive Medicine (ASRM) Star Award for 10 years of research contributions and the Service Milestone Award for over 10 years of service on committees for the ASRM. She has been named Best Doctor in America, America's Top Ob/Gyns, Southern California Super Doctors, and LA Top Doctor for many years.



Director, Center for Fertility and Reproductive Medicine

IVF Director, Center for Fertility and Reproductive Medicine

Scientific Director, Andrology Lab, Center for Fertility and Reproductive Medicine

Associate Professor of Gynecology and Obstetrics

University of California, David Geffen School of Medicine at UCLA

ELAM CLASS

2017

Vivian Reznik, M.D., M.P.H.

Dr. Reznik started her career as a health care trailblazer when she gained admittance to Yale University's first female class and ultimately graduated from the university's medical school. She went on to become a pediatric nephrologist, vice chair of the Department of Pediatrics and Associate Dean of Faculty Affairs at University of California San Diego School of Medicine. She has worked on issues in Community Pediatrics practice and policy as co-PI of the UCSD Dyson Initiative in Community Pediatrics and UCSD National Academic Center of Excellence on Youth Violence and was adjunct professor at California Western School of Law, teaching and doing research on the intersection of medical and law education. From 2010 to 2019, she served as Assistant Vice Chancellor for Health Sciences Faculty Affairs.

Currently, she is a tenured Professor of Pediatrics and Public Health at UCSD Health Sciences and Faculty Director of the Office of Faculty Affairs. She continues to be active in research related to faculty development, diversity in health professional schools, and minority health and health disparities. She has published nearly 200 peer reviewed articles focused on faculty development and improving the climate and culture of academic medicine for faculty. Much of this work is funded by extramural grant support from HRSA [Hispanic Center of Excellence] and several R25 programs in faculty development funded by NHLBI, NINDS and NIAID.

She has a longstanding interest in faculty development and mentoring and is a strong advocate for diversity and gender equality in academic medicine, both locally and nationally. She founded and is co-Director of the National Center of Leadership in Academic Medicine (NCLAM) at UC San Diego Health Sciences, which is in its 21st year. This is a unique faculty development program that provides junior faculty with the knowledge and skills necessary to succeed in academic medicine. Over 300 junior faculty have participated in NCLAM. As Assistant Vice Chancellor of HS Faculty Affairs, she developed comprehensive climate surveys, conducted research on culture and climate of academic medicine, showing that interventions can improve climate, behavior and morale for faculty in academic medicine.

Dr. Reznik has served on the Board of the AAMC Group on Faculty Affairs and as an active member of numerous UC San Diego councils and committees, as well as county, state and national committees, including the Advisory Board of Women Executives in Sciences and Healthcare, Women of Impact, and the County of San Diego Commission on Children, Youth and Families. Her volunteer efforts in the community have resulted in funding for multiple projects serving youth and families and was a member and Chair of the City of San Diego Commission for Arts and Culture. She was named a "Top Doc" by San Diego Magazine at Rady Children's Hospital San Diego and UC San Diego Health System and has received the UCSD's Chancellor's Associates Faculty Excellence In Community Service Award, UCSD Healthcare Diversity Award, Children's Hospital & Health Center Physician Leadership Award, and Yale University Tercentennial Award. She served on the Board of LEAD San Diego and received their Graduate of the Year Award. In 2010, she was inducted into the San Diego County Women's Hall of Fame.

Her career path at UCSD was facilitated by her early experience in ELAM – it taught her that to become a change agent, you must learn about and understand institutions, obtain skills to better articulate your vision, and create a community of scholars to work with. Creating an Office of Faculty Affairs, obtaining an MPH to learn research skills and making her passion in faculty development part of her academic life were all ideas that sprung from her ELAM experience, allowing her to create an academic career path that fit her passion for creating change in academic medicine.



Assistant Vice Chancellor for Faculty Affairs

Vice Chair, Department of Pediatrics

Professor of Pediatrics and Family and Preventive Medicine

University of California, San Diego, School of Medicine

ELAM CLASS

1998

Mary-Ann Shafer, M.D.

Mary-Ann Shafer, MD, is the vice chair of the Department of Pediatrics. She has been a professor at UCSF for 43 years, has a research background in STD's, heads a number of professional development programs for fellows and early faculty, and is the associate director for Training in the Division of Adolescent Medicine. She has two daughters; an artist and an educator.



Professor of Pediatrics
Associate Director of
Adolescent Medicine

*University of California,
San Francisco,
School of Medicine*

ELAM CLASS

2016

Caroline Helene Shiboski, D.D.S, Ph.D, M.P.H

Currently, I am Chair of the Department of Orofacial Sciences, the second largest department in the UCSF School of Dentistry. I became chair in July 2014, 15 months after graduating from ELAM. In addition to my chair position, I maintain an active research portfolio as the PI of a large U01 and an R03. When I participated in ELAM in 2012-13, I chose to focus my Institutional Action Project on an aspect of my research that if successful would reflect positively on the UCSF School of Dentistry. The project title was "Development and external validation of definitive classification for Sjögren's syndrome". Sjögren's disease is a multisystem autoimmune disease characterized by inflammation of exocrine glands resulting in severe oral and eye dryness, frequent complaints of fatigue and joint pain, and high risk of developing lymphoma. It is the second most common systemic autoimmune disorder in the United States, yet to-date no effective treatment has been identified, yielding high morbidity and poor quality of life among affected patients. Together with UCSF colleagues, I led an international effort to obtain definitive approval from both the American College of Rheumatology (ACR) and the European League Against Rheumatism (EULAR) of a final set of criteria to be used for entry into Sjögren's syndrome clinical trials. This effort is based on analysis of data from three international patient cohorts, and on a consensus methodology involving over 50 Sjögren's syndrome experts around the world. The new international classification criteria were approved by both ACR and EULAR in 2016, and published in Arthritis and Rheumatology, and in the Annals of Rheumatic Diseases in 2017. The Arthritis and Rheumatology paper has been cited 1,178 times in the scientific literature. They have become the standard for classifying patients with Sjögren's syndrome, and are broadly accepted worldwide. The leadership skills I acquired at ELAM have been very valuable in my position as Chair for the past 7 years, and in leading large research teams.



Chair, Department of
Orofacial Sciences

Leland A. and Gladys K.
Barber Distinguished
Professor in Dentistry

*University of California, San
Francisco, School of Dentistry*

ELAM CLASS

2013

Ruth S. Shim, M.D., M.P.H.

Ruth Shim, M.D., M.P.H., is the Luke & Grace Kim Professor in Cultural Psychiatry and Professor of Clinical Psychiatry in the Department of Psychiatry and Behavioral Sciences at the University of California, Davis. She also serves as Associate Dean of Diverse and Inclusive Education at the University of California, Davis School of Medicine. Dr. Shim's research focuses on mental health disparities and inequities, and she provides clinical psychiatric care in the UC Davis Early Diagnosis and Preventative Treatment (EDAPT) Clinic.

Dr. Shim is a member of the Board of Trustees of the Robert Wood Johnson Foundation and the American Association for Community Psychiatry. She serves on the Research and Evaluation Committee of the California Mental Health Services Oversight and Accountability Commission. Additionally, Dr. Shim serves on the editorial boards of JAMA Psychiatry, Psychiatric Services, Community Mental Health Journal, and American Psychiatric Publishing. She is co-editor of the books, *The Social Determinants of Mental Health*, and the recently published, *Social (In)Justice and Mental Health*.

Dr. Shim is a former fellow of the Executive Leadership in Academic Medicine (ELAM) Program, and an at-large member of the National Academies of Sciences, Engineering, and Medicine Forum on Mental Health and Substance Use Disorders.

Dr. Shim received a Master of Public Health specializing in health policy from the Rollins School of Public Health at Emory University and an M.D. from Emory University School of Medicine.



Director of Cultural Psychiatry
Professor of Clinical Psychiatry
Luke & Grace Kim Professor in Cultural Psychiatry

*University of California, Davis,
School of Medicine*

ELAM CLASS

2019

Nancy L. Sicotte, M.D.

The ELAM fellowship program came at a crucial time in my career as I assumed the role of chair of the department of neurology with the goal of building out several new divisions all while coping with the challenges of the pandemic. While the virtual format was difficult at times, the regular meetings allowed us to bond as a class and especially within our learning community (LC2-WELAM!). My IAP was focused on developing a blueprint for a diverse and inclusive clinical and research dementia program. The fellowship gave me the visibility and tools I needed to engage with institutional leadership, build new collaborations and create an infrastructure to support the growth of an interdisciplinary memory disorders program. I look forward to continued connection with the ELAM community and more opportunities to highlight the amazing women of this program.

Dr. Sicotte is an internationally recognized leader in her field and a prolific author and lecturer, having presented at dozens of conferences and seminars in the U.S. and abroad. The recipient of important honors and teaching awards, including the Fellow of the American Academy of Neurology and the Harry Weaver Neuroscience Scholar of the National Multiple Sclerosis Society, Sicotte has focused her research on developing informative imaging outcome measures of novel therapies as well as measures of disease progression, depression and cognitive dysfunction in multiple sclerosis.

She is board-certified by the American Board of Psychiatry and Neurology and is a fellow of the American Academy of Neurology. Her most recent published research showed that nearly 18% of patients diagnosed with multiple sclerosis before being referred to Cedars-Sinai and one other Los Angeles medical center had actually been misdiagnosed with the autoimmune disease.

As founding director of the Neurology Residency Program and the Neuroimmunology Fellowship Program as well as founding site director of the Medical Student Neurology Clerkship, Sicotte has been instrumental in establishing important education programs for residents and fellows at the medical center.

In her new role as chair of the department, Sicotte will lead strategic direction of clinical, academic and research programs in the Department of Neurology. She will focus on attracting, mentoring and promoting translational and clinical neuroscientists while supporting excellence in education, research and patient care.

Sicotte earned her medical degree from the University of California, Irvine, School of Medicine, where she was ranked first in her class. She completed her neurology residency and a fellowship in neuroimaging at the David Geffen School of Medicine at UCLA. She currently serves as Chair of the National Medical Advisory Board of the National Multiple Sclerosis Society and has been a volunteer physician at the Venice Family Clinic for two decades.



Chair, Department of Neurology
Director, Multiple Sclerosis Program;
Professor in Residence

*University of California,
David Geffen School of Medicine
at UCLA*

ELAM CLASS

2021

Shyrl I. Sistrunk, M.D.

Dr. Shyrl Iovia Sistrunk was the Senior Associate Dean of Medical Education at UC Irvine in 2016. She graduated from the Medical University of South Carolina in 1991 and completed her residency and internship at the MedStar Georgetown University Hospital. Dr. Sistrunk specializes in Internal Medicine (Primary) and Geriatrics with the MedStar Medical Group: Washington Primary Care team. Her philosophy of care involves building a longstanding relationship with her patients. She likes to implement a shared decision-making model upon which patient education is the cornerstone. She strives to provide comprehensive care while helping individuals navigate the complex healthcare system.



*University of California, Irvine,
School of Medicine*

ELAM CLASS

2012

Julie Ann Sosa, M.D., M.A.

IAP: Creation of the Surgical Center for Outcomes Research (SCORES). The IAP was successful and, more important, so too is SCORES, bringing together faculty and learners committed to health services research in the Department of Surgery at Duke.

Today, I am the Leon Goldman, MD Distinguished Professor of Surgery and Chair of the Department of Surgery at the University of California San Francisco (UCSF); I'm also a Professor in the Department of Medicine and affiliated faculty at the Philip R. Lee Institute for Health Policy Studies. I left Duke in 2018 to assume this leadership position, and I'm very thankful for ELAM, which helped to provide me with a fund of knowledge, skill set, and support network that was essential preparation for the challenges of leadership!

My clinical interest is in endocrine surgery, with a focus in thyroid cancer. My research is funded by the NIH and FDA, and it is largely focused on outcomes research, health care delivery, hyperparathyroidism, and thyroid cancer, with a focus on clinical trials. I am privileged to hold several other leadership roles, including as President-elect of the American Thyroid Association (ATA). When I'm not in the Chair's Office, I am leading the task force responsible for writing the next iteration of differentiated thyroid cancer guidelines for the ATA or serving as Editor-in-Chief of the World Journal of Surgery. I am very proud that in 2020, I was inducted as a full member to the American College of Surgeons Academy of Master Educators (MAMSE). I am a passionate advocate for diversity, equity and inclusion, particularly in academic medicine and surgery. There is so much opportunity for progress to be made!



**Chair, Department of
Surgery; Professor,
Department of Medicine**

**Leon Goldman, MD
Distinguished Professor**

*University of California, San
Francisco, School of Medicine*

ELAM CLASS

2016

Margaret L. Stuber, M.D.

I was in the 2003 ELAM class. At the time, I was very involved in UCLA medical education, as well as in research with posttraumatic stress symptoms in pediatric oncology survivors and pediatric solid organ transplant recipients and their families.

Over the subsequent decade, I continued in work with medical education, with a specific emphasis on Interprofessional Education. I had a five-year grant to develop medical student educational curriculum, as a part of a national consortium. I was on a four-year grant to develop assessment tools for interprofessional education between the schools of Nursing and Medicine. I worked for four years as an Assistant Dean for Well-being and Career Advising, and served as the Vice Chair, Education, in Psychiatry.

Over the last 5 years, I have changed my focus a bit. I moved out of the Dean's office, and became a residency training director for a psychiatry residency based at the VA. It has been challenging from the start, when the County-based part of the program split from the VA based part, to the present, when the VA based program came under UCLA sponsorship. I am still involved with interprofessional education, at the medical school and residency level. I still do some work with the National Child Traumatic Stress Network, and am on one pediatric liver transplant grant.



**Vice Chair for Education
in Psychiatry**

**Assistant Dean of
Student Affairs for
Career Development
and Well-Being**

**Daniel X. Freedman
Professor of Psychiatry and
Biobehavioral Sciences**

*University of California,
David Geffen School of Medicine
at UCLA*

ELAM CLASS

2003

Areti Tillou, M.D.

I am a Professor and full time academic surgeon specializing in trauma and acute care surgery in the David Geffen School of Medicine where I joined the faculty in 2003. Following graduation from surgery residency training, I completed fellowships in surgical critical care and trauma surgery. I also completed a Master's program in Medical Education at the University of Southern California in 2004. After serving as the Associate Program Director for the Surgery Residency for 8 years, I assumed the role of Vice Chair for Education in 2013. In 2014, I became the founding Director of the new UCLA Department of Surgery Accredited Education Institute (AEI) which is part of the Center for the Advanced Surgical and Interventional Technology (CASIT). This state of the art facility is a designated educational and research laboratory that includes a robotic center and a surgical simulation lab. My participation in ELAM in 2015-16 played a catalytic role in my professional career. It helped me understand the structure of academic medicine, expand my network locally and nationally, comprehend finances and management principles at a high level, and gave me multiple personal tools such as mentoring, negotiating skills and understanding my own strengths and weaknesses. Since 2017, I assumed the position of the Assistant Designated Institutional Official at the David Geffen School of Medicine. At the national level, I am an active member of the Association for Program Directors in Surgery, a member of the Committee of the American College of Surgeons on Objective Assessment of Skills in Surgery Members (ACS OASIS). I am also an active member of the Committee on Trauma of the American College of Surgeons where I currently serve as the Southern California State Chair. I was in the 2003 ELAM class. At the time, I was very involved in UCLA medical education, as well as in research with posttraumatic stress symptoms in pediatric oncology survivors and pediatric solid organ transplant recipients and their families.



**Vice Chair for Education,
Department of Surgery**

**Associate Professor of
Clinical Surgery**

*University of California,
David Geffen School of Medicine
at UCLA*

ELAM CLASS

2016

Jacqueline Peterson Tulsy, M.D.

Jacqueline P. Tulsy, MD is board-certified in internal medicine and addiction medicine. She is an Emeritus Professor of Medicine at the University of California, San Francisco (UCSF) in the HIV, ID and Global Medicine Division at Zuckerberg San Francisco General Hospital (ZSFGH). Jackie's ELAM project focused on using her role as the Medical Director of the former San Francisco AIDS Education and Training Center to expand educational initiatives with providers working in California prisons and jails. She also used her ELAM acquired mentoring skills to support the development of the Primary Care Addiction Fellowship Program based at ZSFGH. She is a Vice-Chair on one of the UCSF IRB review committees and remains an active clinician educator and trainer in topics ranging from substance use disorder screening and treatment to motivational interviewing (MI) in primary care. Outside of medicine her interests include partnering with voter engagement groups to apply MI communication techniques to "Get Out the Vote" activities. Dr. Tulsy completed her residency at the former Columbia-Presbyterian Hospital for Physicians and Surgeons in NYC and a Robert Wood Johnson Fellowship at UCSF.



University of California, San Francisco, School of Medicine

ELAM CLASS

2006

Barbara Margaret Van de Wiele, M.D.

Action Project: A department program to support individual faculty performance

Career Trajectory: I completed surgical internship, residency, and fellowship in Anesthesiology at UCLA and joined the faculty in 1989. I have held several administrative positions in the Department, including Interim Chair, Executive Vice Chair, Vice Chair for Clinical Affairs, and Director of the Division of Neurosurgical Anesthesiology. I am a practicing neuro-anesthesiologist. I treasure the opportunities I have had to train residents and students, contribute to education in the subspecialty, participate in clinical improvement projects, and be involved in international volunteer outreach programs.

Interests: Faculty career development, mentoring, well-being, team dynamics, and academic clinician educator career paths.

The ELAM experience gave me insights and tools to be most effective in my current position.



Interim Chair, Department of Anesthesiology & Perioperative Medicine

Clinical Professor, Department of Anesthesiology & Perioperative Medicine

University of California, David Geffen School of Medicine at UCLA

ELAM CLASS

2021

Sandhya Venugopal, M.D.

I completed ELAM in 2018, when I was an Associate Professor in the Division of Cardiology at the University of California, Davis Health. I was appointed Associate Dean of Continuing Medical Education (CME) in the fall of 2017 overseeing the design, development, delivery, evaluation, and certification of our continuing medical education curriculum. My Institutional Action Project was entitled “Building an Educational Home: From Vision to Implementation.” In response to the new pivot of reshaping health education and the desired CME culture emerging across the team, faculty educators and institution, including patient safety and patient-centric quality care, the Office of CME adapted to focus on key themes: 1) Measure changes in practice as the desired metric for successful CME. 2) Strengthen the integration of CME and quality improvement, linking evidence-based science, needs assessment of performance gaps, and effective educational approaches to reflect the desired relationship of education and performance improvement. 3) Elevate CME that addresses complex population health issues, use of health data, and integration of students (UME and GME). 4) Initiate maintenance of certification (MOC) towards evidence-based competencies. As part of our larger vision, the redesign of the OCME served as a springboard to impact broader culture change across the entire organization. This included changing the composition of our CME Advisory Board, and subsequently rolling out a framework to assist CME educators to deepen their ability to impact health outcomes through CME education.

In the years since graduating from ELAM, I continue to provide leadership, education and support to the Dean of SOM and other leaders across the organization, and welcome new opportunities for advancing education across the continuum and establishment of a strong foundation as a learning health system. My scholarly interests are focused on health professions educational program evaluation and curriculum development.

I fondly reflect on my time at ELAM. I was in complete awe of the cohort of women I was fortunate to meet—women who were chairs, Directors, Deans, respected scientists, and all of whom were interested in growth and fostering authentic, beneficial relationships with each other. ELAM helped me implement situational leadership and gave me the essential skills and techniques needed to look at challenges from a different perspective. Doing so, gave me clarity and facilitated my self-confidence and growth as a leader. In a consistently changing environment, ELAM taught me to stay agile and resilient. I am grateful for the wonderful ELUM colleagues I can call on for friendship, mentorship, guidance, and support. I walked away with a keener sense of purpose.



**Associate Dean of Continuing
Medical Education**

Director, ECG Lab

**Health Sciences Clinical
Professor**

*University of California, Davis,
School of Medicine*

ELAM CLASS

2018

Amparo C. Villablanca, M.D.

I am a translational scientist and professor of cardiovascular medicine at UC Davis Health and hold leadership positions as founding director of the Women's Cardiovascular Medicine Program (the first woman's heart program in the country), the Frances Lazda Endowed Chair for Cardiovascular Medicine (the fifth endowed chair in women's health in the US), and as Director of the newly funded UC Davis Center for Women's Cardiovascular and Brain Health.

Known as a change leader for my commitment to faculty development, gender equity, diversity, leadership, and academic scholarship, I have carried forth the lessons learned during my ELAM fellowship in 2000 about strategic career planning, the importance of personal and professional leadership development, and following one's passion, to advancing and elevating the role of women and URMs at my institution. This work began with my ELAM IAP which led to a 3 year position as Faculty Assistant to the Dean where I founded the School's Mentoring, Diversity, Faculty Development, and Women in Medicine and Health Sciences Programs (WIMHS). Since then, for 17 years I co-lead our AAMC-GWIMS award winning WIMHS program with my ELAM mentor and UC Davis colleague, Dr. Lydia Howell, contributing to a doubling of the percent of women faculty in our School. We were also co-PIs on an NIH R01 on women's careers in biomedical sciences focusing on career flexibility options, career satisfaction and advancement, and understanding structural barriers to career flexibility. This work resulted in a number of additional grants and publications, hosting a UC Wide Health Sciences Leadership Conference that focused on diversity as a leadership imperative, and contributed to best practices and building the evidence base in the field.

I bring many years of experience at UC Davis Health to my current role as founding director of the Schools of Health program for Advancing Leadership Across the Health Sciences where I innovate new programming for leadership development and provide coaching for faculty in the health sciences at UC Davis Health, also leading to our exciting partnership with ELAM to develop and sponsor the 2022/2023 ELUM conference at UC Davis. As we now bring UC ELUMs together for the first time, I now look forward to also working in partnership with UCOP for inclusion of women and URM leaders UC system- wide.



**The Frances Lazda
Endowed Chair in Women's
Cardiovascular Medicine**

**Professor of Internal Medicine
and Cardiovascular Medicine**

**Director, Women's
Cardiovascular Medicine**

*University of California, Davis,
School of Medicine*

ELAM CLASS

2001

Louise C. Walter, M.D.

I have been grateful for the relationships and skills that I built during my ELAM experience to help me lead the University of California, San Francisco (UCSF) Division of Geriatrics during the unprecedented times of the COVID-19 pandemic. As Chief of the UCSF Division of Geriatrics, I have expanded the reach of Geriatrics into multiple new settings of care, transforming UCSF into an Age Friendly Health System to better serve our elders.

My Institutional Action Project focused on developing a step-wise approach to integrate academic Geriatrics into community post-acute care. Post-acute care has largely been ignored by academics, but the nursing home horror stories from the COVID-19 pandemic have shown that we must partner with post-acute care facilities. The success of my initial collaborations during my ELAM experience with the San Francisco Campus for Jewish Living (SFCJL), the post-acute care facility which cares for the most patients discharged from UCSF, led to a formal contract for clinical services and successful integration of UCSF academic geriatricians into their post-acute rehabilitation center in July 2021. We also are in the midst of searching for an endowed UCSF research leader who will be based at SFCJL. The vision is to create a strong UCSF-SFCJL Partnership in Geriatric Medicine that optimizes post-acute care, fostering outstanding research, education and clinical care in this area.

I also remain strongly committed to training and mentoring the next generation of clinical researchers in aging research. UCSF is now ranked in the top 10 hospitals for Geriatrics by US News & World Report and is nationally known for exceptional mentoring of clinician-investigators across multiple specialties and disciplines. My own research continues to focus on improving cancer screening and geriatric oncology, taking a person-centered approach that considers the effect of life-expectancy and patient preferences on the risks and benefits of cancer screening, surveillance and treatment. During my ELAM experience I became more involved in several guideline panels and my research has now been translated into national cancer screening guidelines to help clinicians make more individualized decisions rather than the one-size-fits-all approach based on age.



**Co-Director of Geriatrics
Research; Chief of Geriatrics**

**Professor of Medicine in
Residence**

*University of California, San
Francisco, School of Medicine*

ELAM CLASS

2020

Rachel Anne Whitmer, Ph.D.

IAP: The Professional Climate Committee (PCC) is intended to help UC Davis respond to the The National Academies of Sciences, Engineering, and Medicine report (NASEM), “Sexual Harassment of Women: Climate, Culture, and Consequences in Academic Sciences, Engineering, and Medicine,” describing the biases and barriers — particularly sexual harassment — women face in the sciences. The PCC is Phase 1 of a 2-3 year plan to identify climate issues at UCD Health and establish a long-term initiative to improve professional climate and implement structural interventions to prevent sexual harassment in STEM at UC Davis. As a first step it’s critical to evaluate and characterize the climate issues specific to our institution so that we have data-informed decisions regarding changes we want to make. It’s also imperative to collect data that is comparable to other institutions so we know our metrics versus other academic health centers.

Outcomes: The PCC has been successfully implemented and data from the survey will inform the long-term initiative to improve the climate at UC Davis Health. As a next step I am Co-chairing the Dean’s Gender Equity committee which will start to implement additional initiatives and changes through working closely with UC Davis Health leadership .

Current Interests: Rachel Whitmer is Professor of Public Health Sciences and Chief of the Division of Epidemiology at the University of California Davis. She leads the Population Brain Health Laboratory at UC Davis and is Associate Director of the UC Davis Alzheimer’s Disease Research Center. Her research uses epidemiological methods to reduce inequities in brain aging; through study of dementia incidence, cognitive aging, and brain pathology in diverse racial/ethnic groups, those with diabetes, and the oldest-old. Dr. Whitmer is Principal Investigator of several NIH funded cohort studies of dementia and cognitive aging following over 4000 study participants encompassing over \$42 million in research funding, as well the US POINTER Northern California site. Professor Whitmer was the first female ‘Target of Excellence’ hire at UC Davis School of Medicine, a special hiring mechanism to attract high impact scholars. Her research programs leverages population science and epidemiology to inform cognitive and brain aging in diverse populations that have historically been excluded from research. Dr. Whitmer’s is an internationally recognized expert in brain health, dementia, and disparities in cognitive aging. She serves on several NIH National Institute on Aging advisory committees and her laboratory has produced 150 research articles to date. Besides her large NID funded research portfolio and administrative leadership as chief of the division of epidemiology Dr. Whitmer is continuing her work on gender equity. Currently, Dr. Whitmer is leading the School of Medicine Professional Climate Committee, and co-leading the Dean’s Gender Equity Task Force which will implement structural changes at UC Davis Health in response to survey data being collected. Dr. Whitmer remains particularly focused on scientific mentoring of trainees at all stages and has devoted ample time to helping assistant professors write and obtain their first NIH R01 grants. She plans to extend this to more formal research leadership positions in the future which will help others cultivate and grow large, transdisciplinary, research programs.



Chief Division of Epidemiology

**Professor of Public
Health Sciences**

*University of California, Davis,
School of Medicine*

ELAM CLASS

2020

ELAM Fellows 2022



Amy R. Brooks-Kayal, M.D.

Professor of Neurology Chair,
Department of Neurology

Andrew John Gabor, M.D., Ph.D.
Presidential Endowed Chair

*University of California,
Davis, School of Medicine*



**Takesha Jenene Cooper,
M.D., M.S.**

Equity Advisor

Chair, Admissions Committee

Residency Program Director

Vice-Chair of Education

Associate Clinical Professor

*University of California,
Riverside School of Medicine*



Deena Shin McRae, M.D.

Associate Dean for Graduate Medical
Education

Anxiety Disorders Clinic
Co-Medical Director

Associate Clinical Professor
of Psychiatry

Designated Institutional Official

*University of California,
Irvine, School of Medicine*



**Teryl Nuckols, M.D.,
M.S.H.S.**

Director, Division of General Internal
Medicine, Department of Medicine

Associate Professor of Medicine

Professor (in-Residence) of
Internal Medicine

Physician Policy Researcher

*University of California, David Geffen
School of Medicine at UCLA*



**Donna L. Washington, M.D.,
M.P.H.**

Professor of Internal Medicine

*University of California, David Geffen
School of Medicine at UCLA*

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