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Guardians Conferences on Reproducibility, Validity, and Integrity

Guardians 2025 Program

Guardians: [2025](#) | [2024](#) | [2023](#) | [2022](#) | [Index](#)

Panel Discussion:
Engendering Authentic Diversity of Perspectives to
Underpin Deliberative Democracy

Guardians 2025 | Thursday, October 9, 2025

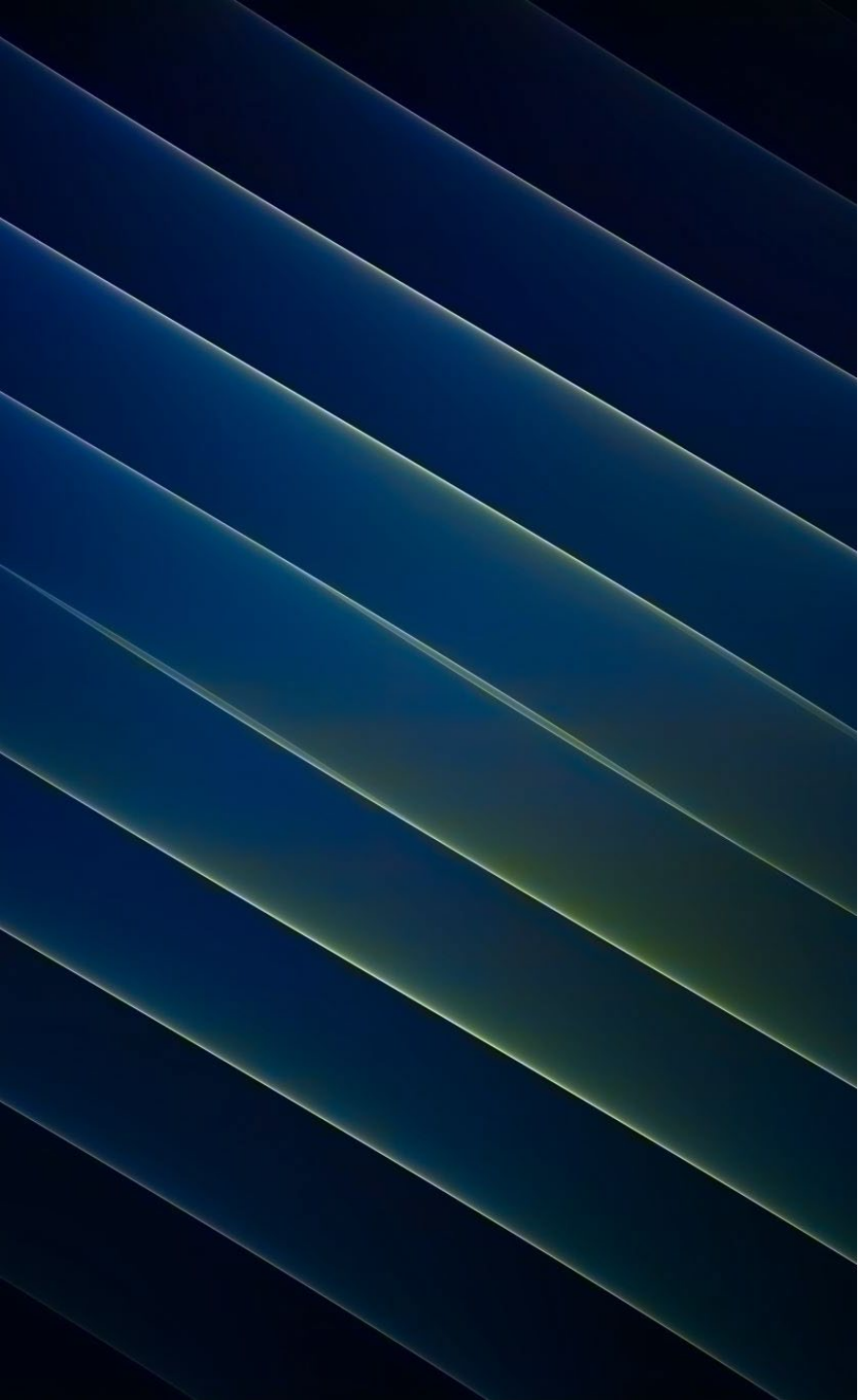
Joshua C. Rubin, JD, MBA, MPH, MPP

[@JoshCRubin](#) | Josh@JoshCRubin.com

Joshua C. Rubin, JD, MBA, MPH, MPP

Disclosures and Synergies





Three Key Points in Five Minutes

Understanding How and Why (Eco-)System Problems Demand (Eco-)System Solutions

Co-Creating a Transdisciplinary Science Aimed at Combating Abuses of Power to Ignite Transformation in Anti-Learning Systems (CAPITALS)

Engendering authentic diversity of perspectives: listening, learning, engaging, understanding, civilly debating, and finding common ground



The W. EDWARDS
Deming
Institute

W. Edwards Deming

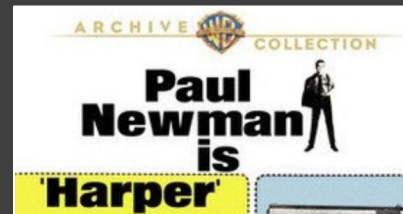
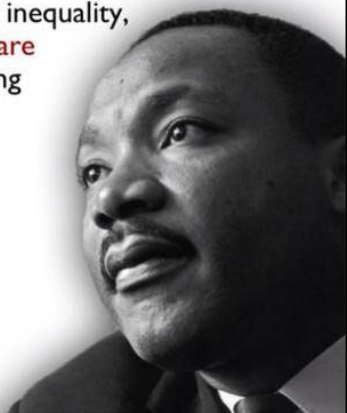
Every system is perfectly designed
to get the results it gets.

* attribution disputed,
see source link

source: quotes.deming.org/10141

Of all the forms of inequality,
injustice in healthcare
is the most shocking
and inhumane.

Dr. Martin Luther King, Jr.
March 25, 1966



“The bottom is
loaded with nice
people... Only
cream and
bastards rise.”

Newton's Laws of Motion

This entry was posted on [April 6, 2022](#) by [Anne Helmenstine](#) (updated on [March 4, 2025](#))

Newton's Laws of Motion

1st Law



A body in motion remains in motion or a body at rest remains at rest, unless acted upon by a force.

2nd Law



Force equals mass times acceleration: $F = m \cdot a$

3rd Law



For every action, there is an equal and opposite reaction.

sciencenotes.org

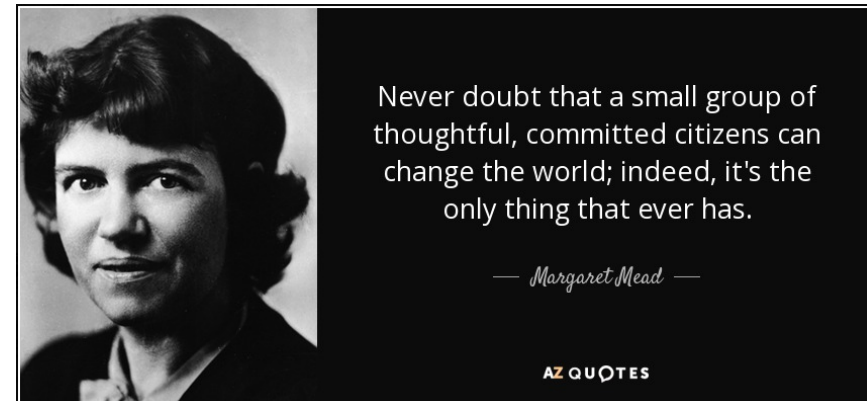
Newtons laws of motion are three laws of mechanics that describe the relationship between an object's motion and forces that act upon it.

Newton's laws of motion are three [laws](#) of classical mechanics that describe the relationship between the motion of an object and the [forces](#) acting upon it.



Hypothesis: DRAFT First Law of Abuses of Power in Systems

- A power-seeker in motion gathers momentum moving toward an extreme.
- Thoughtful citizens in the middle seeking healthy collaboration get no rest.
- Together, we still hold the power to be an unstoppable force for civic and human health.



Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has.

— Margaret Mead —

AZ QUOTES



Hypothesis: DRAFT Second Law of Abuses of Power in Systems

$F > M > A$

- Calling one's opponent a fascist.
 - >
- Mocking one's opponent's mass.
 - >
- Listening to, learning from, thoughtfully considering, analyzing, and/or respectfully and logically rebutting one's supposed opponent's articulated arguments.





Hypothesis: DRAFT Third Law of Abuses of Power in Systems

For every (often ostensible and often not-so-inclusive) action, there is a disproportionate and opposite overreaction.



Combating Abuses of Power in Systems Minitrack

Melissa G. Ocepek, PhD
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MPP
University of Michigan Medical
School
Learning Health Community
Josh@JoshCRubin.com

Rebecca D. Kush, PhD
Catalysis Research
Learning Health Community
rkush@catalysisresearch.com

Abstract

This transdisciplinary minitrack seeks to study abuses of power in systems including structural and cultural factors that enable them, as well as system sciences based approaches to preventing them. Seeing diverse abuses of power as the same monster surreptitiously wearing different masks, this minitrack emphasizes principles of learning systems as foundational elements of potential solutions. Multiple theoretical perspectives will be utilized to understand and frame the problem. Solutions presented will be sociotechnical in nature; their impacts will be amplified by technology, yet grounded in the transformative magnetism of human moral courage.

abuses of power in systems broadly defined. For guidance, we define abuses of power in systems as occurring when influence and control are misused by one or more individuals within systems to the detriment of others. This minitrack incorporates a variety of research methods and theoretical approaches encompassed within systems sciences, focused on abuse in systems and understanding systemic abuses of power. Papers bring a transdisciplinary perspective; they share experience reports of those at the receiving end of systemic abuses of power (and their perseverance in combating it), as well as transdisciplinary theoretical analyses of factors enabling such abuses. Potential topics for exploration and discussion include, but are not limited to:

Unfairness by the FAIR Principles Promoters: A Case Study on
Misconduct by Complaint Investigators Who Aid and Abet Plagiarists

Carl Taswell
Brain Health Alliance
ctaswell@BrainHealthAlliance.org

**A Multi-Theoretical Approach to Understanding the Tom Girardi
Embezzlement Scheme: Integrating Convenience Theory, Game Theory, and
Social Network Theory**

Christopher Rashidian
Purdue University
crashid@purdue.edu

Kimberly Archie
kimberlyarchie@icloud.com



MCBK BA Steering Committee Meeting tomorrow

Joshua Rubin <rubinjc@umich.edu>



MCBK North America Steering Committee colleagues,

In light of the tragic events of yesterday that occurred at a public university, the historical significance of today, and the crickets from those wielding power or charged with ostensible diversity/compassion (at the public university where I work and at too many other such institutions), I believe that the following are especially important to consider in our upcoming discussion and/or in future planning meetings:

- 1.) Most importantly, we need panels, sessions, and the like featuring genuinely diverse points of view and demonstrating to future leaders how those with divergent perspectives can debate one another, listen to one another, learn from one another, and exercise civility toward one another. Similarly, our programs necessitate more time for questions and interaction, and we should consider assigning priority in asking questions to those disagreeing with or challenging a speaker (i.e., accelerate them to the front of the line of people asking questions). This is foundational to the knowledge revolution we envision together.
- 2.) On the flip side, starting with our shared *MCBK Manifesto*, we need to even more strongly stand for something. Personally, as a faculty member at a public university, recognizing that yesterday's political assassination happened in part as a consequence of exercising free speech and open exchange of ideas (literally outside in sunlight) at a public university, I see a greater need than ever for speaking up with conviction and moral clarity. That is especially applicable to our shared goal of empowering every individual making a decision affecting health with timely and actionable knowledge they can trust. I understand the move on many university campuses toward institutional neutrality, but it would be mind boggling if those wielding power could not still at a minimum state with something akin to moral clarity: "free discussion among competing visions in the marketplace of ideas - good!" and "political assassinations and acts of terrorism - bad". Our MCBK movement demands analogous moral clarity, powerfully and unequivocally stated (also modeled for future leaders); that needs to comprise an even larger part of what we do together.
- 3.) Closely related to the previous items, we need to model leadership itself. I recently gave a *The Wizard of Oz* themed talk (in the Hamptons) about the LHS vision offering health ecosystems a brain, a heart, and courage (while implying that we share a collective imperative grounded in multi-stakeholder consensus *LHS Core Values* to punch up at the imposter behind the curtain). These elements are central to effectively and impactfully democratizing health knowledge (and democratizing health) by mobilizing computable biomedical knowledge around the great United States of America, around North America, and around the world.

Thank you for your consideration and collaboration.

Best wishes,

Josh

Joshua C. Rubin, JD, MBA, MPH, MPP
+1.914.393.6740 Mobile
rubinjc@umich.edu

On Wed, Sep 10, 2025 at 4:29 PM [REDACTED] wrote:

Hello,

This is a reminder that we have a meeting tomorrow, September 11, at 3pm EST.
The main item of discussion will be the 2025 MCBK Global Meeting in October.

Joshua Rubin <rubinjc@umich.edu>

Thu, Sep 11, 2025 at 1:18 PM





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Thank You!
Questions
Discussion

Guardians 2025 | Thursday, October 9, 2025

Joshua C. Rubin, JD, MBA, MPH, MPP

[@JoshCRubin](#) | Josh@JoshCRubin.com



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Closing Session:
The Transformative Magnetism of Moral Courage Supports
Davids Outmaneuvering Systems of Goliaths Together

Guardians 2025 | Thursday, October 9, 2025

Joshua C. Rubin, JD, MBA, MPH, MPP

[@JoshCRubin](#) | Josh@JoshCRubin.com

youtube.com/watch?v=2ZkjMUIDP9U

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00:00:16:27

REAL



0:12 / 7:29

22K

Share

Download

Save

Real Time with Bill Maher

2.92M subscribers

Subscribe

New Rule: Let's Make a Deal | Real Time with Bill Maher (HBO)

757,555 views Sep 26, 2025

It's time to strike a grand bargain between America's two political factions: the left will quash all their loony woke shit, and the right will stop the slide into autocracy.

TOPICS: IMPROVE FEDERAL POLICY | BUILD COMMUNITIES

TREND MAGAZINE

Americans' Deepening Mistrust of Institutions

From the federal government to the news media to higher education, some historically respected institutions are losing people's confidence

Authors: [Claudia Deane](#)



Trend Article | October 17, 2024 | 8 min

SHARE ↗



It's not exactly news that Americans are mistrustful of their federal government. What you may have heard less about is that trust in some historically respected institutions has also taken a hit in the post-pandemic years.

Trust in scientists has ticked down, as has the share of Americans saying that science has a positive impact on society. Trust in education is sagging. And recent years have found a record-low share of Americans with a positive view of the Supreme Court.

In most cases, these changes in opinion have a partisan cast, with supporters

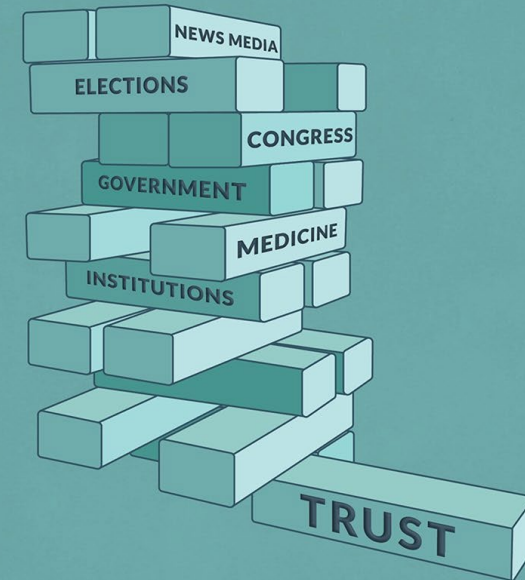


Explore Full Issue

TREND

Analysis of the Facts, Numbers, and Trends Shaping the World
THE PEW CHARITABLE TRUSTS

WHAT HAPPENS WHEN
TRUST IS GONE?



AMERICANS' TRUST IN OUR NATIONAL INSTITUTIONS IS AT HISTORIC LOWS.
HOW DO WE RESTORE IT?

FALL 2024 / 09



2024 Volume 5
Issue 2 Edoc D64D2B56D



Musical Chairs for Darvomanics: How Anti-Learning Systems Enable Systemic Abuses of Power in Academia and What We Can Do Together to Help Them Learn^{*}

Joshua Rubin[†]

← → ↻ 📄 guardians.bhavi.us/Guardians/Program2024 ☆ 📄 | 📄 Incognito ⋮

- 13:00 [Joshua Rubin](#), *Musical Chairs for Darvomanics: How Anti-Learning Systems Enable Systemic Abuses of Power in Academia and What We Can Do Together to Help Them Learn* ([slides](#), [video](#), [edoc](#))

Academic healthcare systems ostensibly aspire to become learning health systems that improve outcomes as a byproduct of experience. Yet, major systemic problems in academic medicine, academia, and elsewhere persist because structures and incentives that engender anti-learning systems are interwoven into the cultural fabric of these organizations. Divergent issues including sexual predation, racism, antisemitism, plagiarism, quashing free speech, trampling on the rights of patients, and more proliferate at universities in spite of well-funded efforts aimed at addressing such challenges. They do so because they are all fruits of the same poisonous tree, and all represent the same monster wearing different masks. Indeed, when the people occupying seats of power change over time but the problems persist, we bear witness to a game of musical chairs for darvomanics who cause harmful consequences. Fortunately, one promising solution emerges from harnessing the transformative magnetism of moral courage.

January 20, 2025



January 26, 2020



Harvard Is No Longer Last in FIRE's Free Speech Rankings. What's Behind the Numbers?

For the first time in years, Harvard didn't come dead last in the Foundation for Individual Rights and Expression free speech rankings. But experts say the rankings have never told the full story.



LEARNING HEALTH COMMUNITY

www.LearningHealth.org



Core Values of the Learning Health System



1) Person Focused



2) Privacy

3) Inclusiveness



4) Transparency



5) Accessibility



6) Adaptability

7) Governance



Cooperative & Participatory
8) Leadership



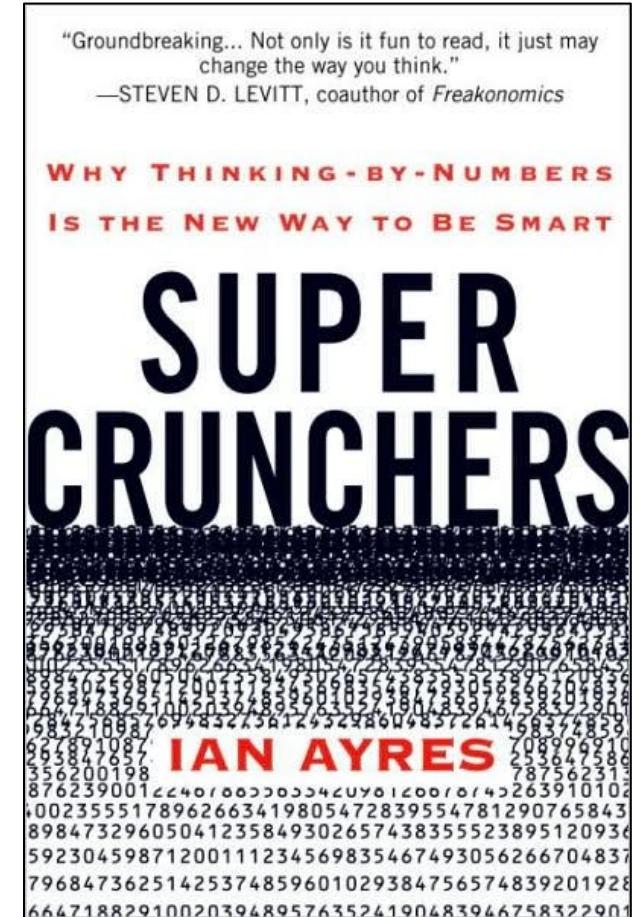
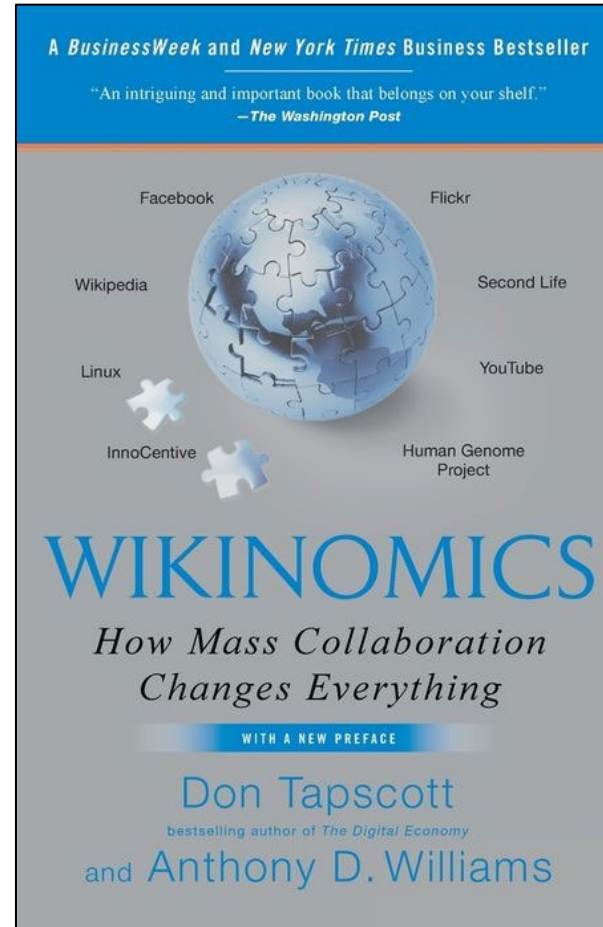
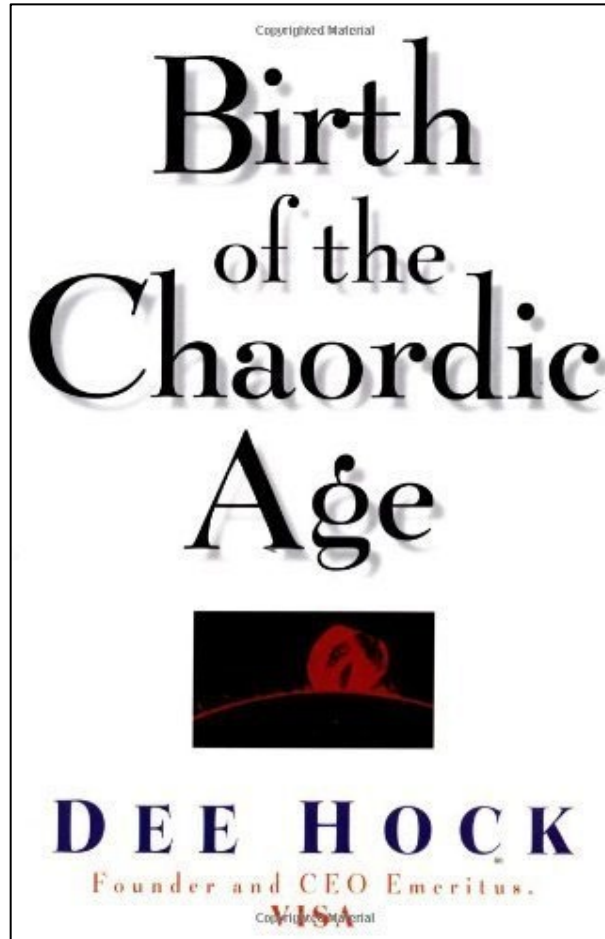
9) Scientific Integrity



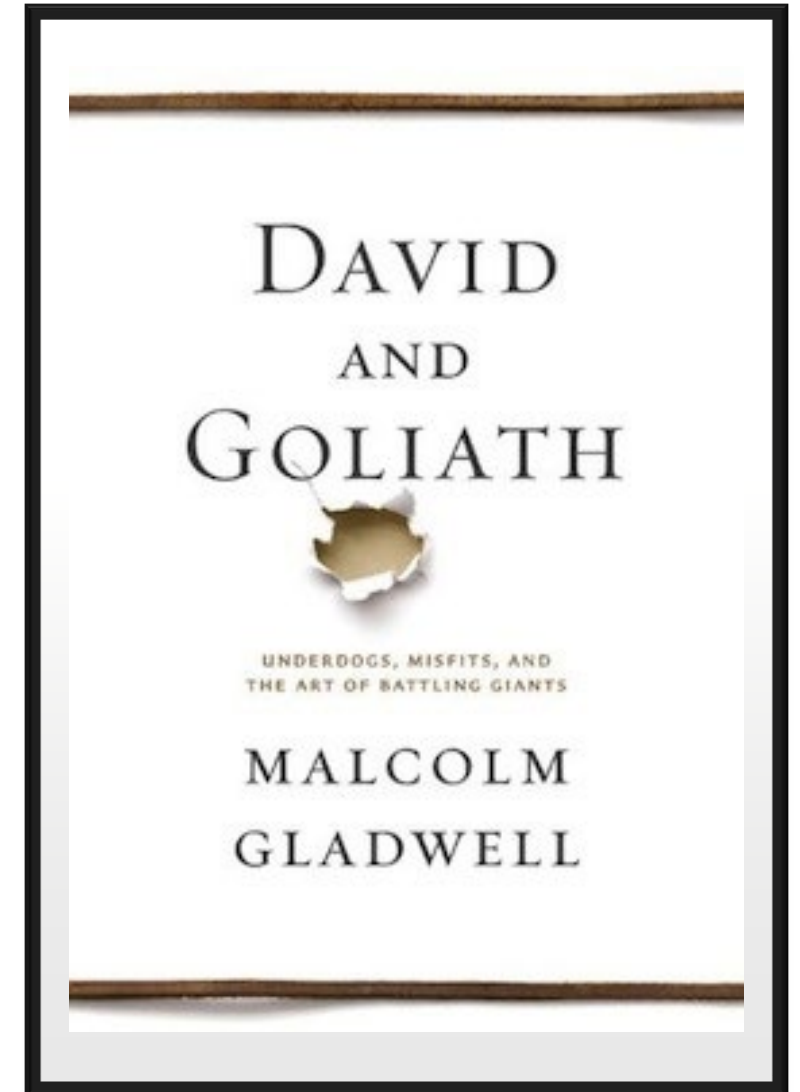
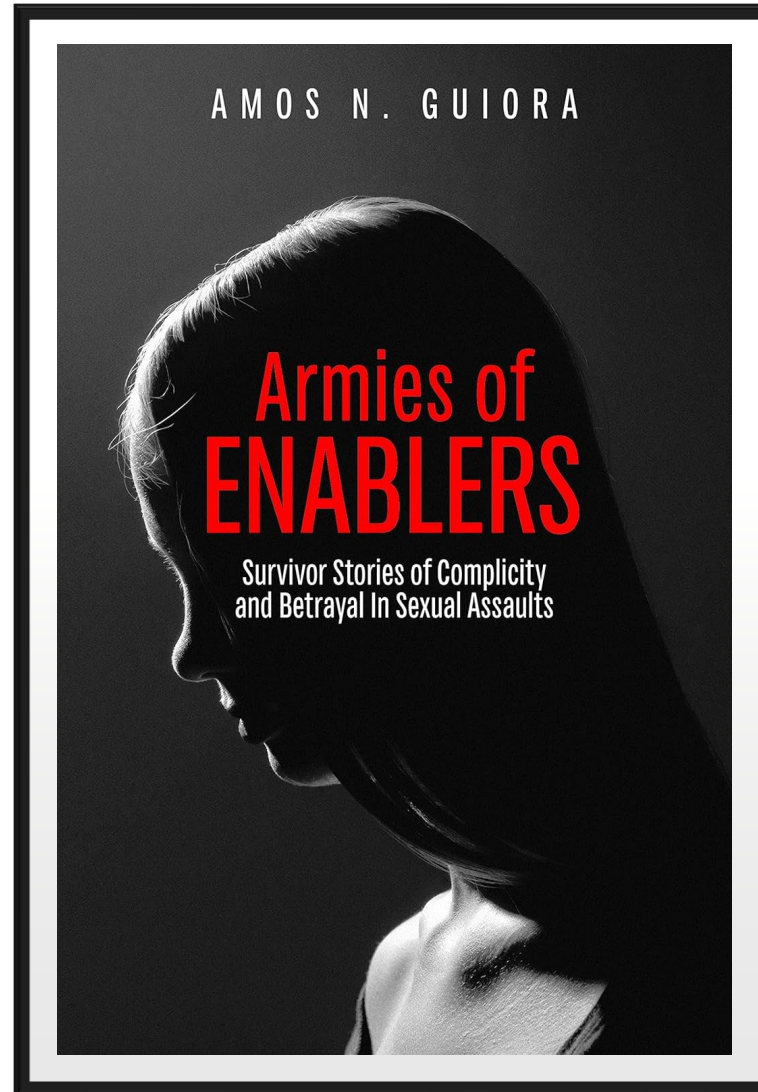
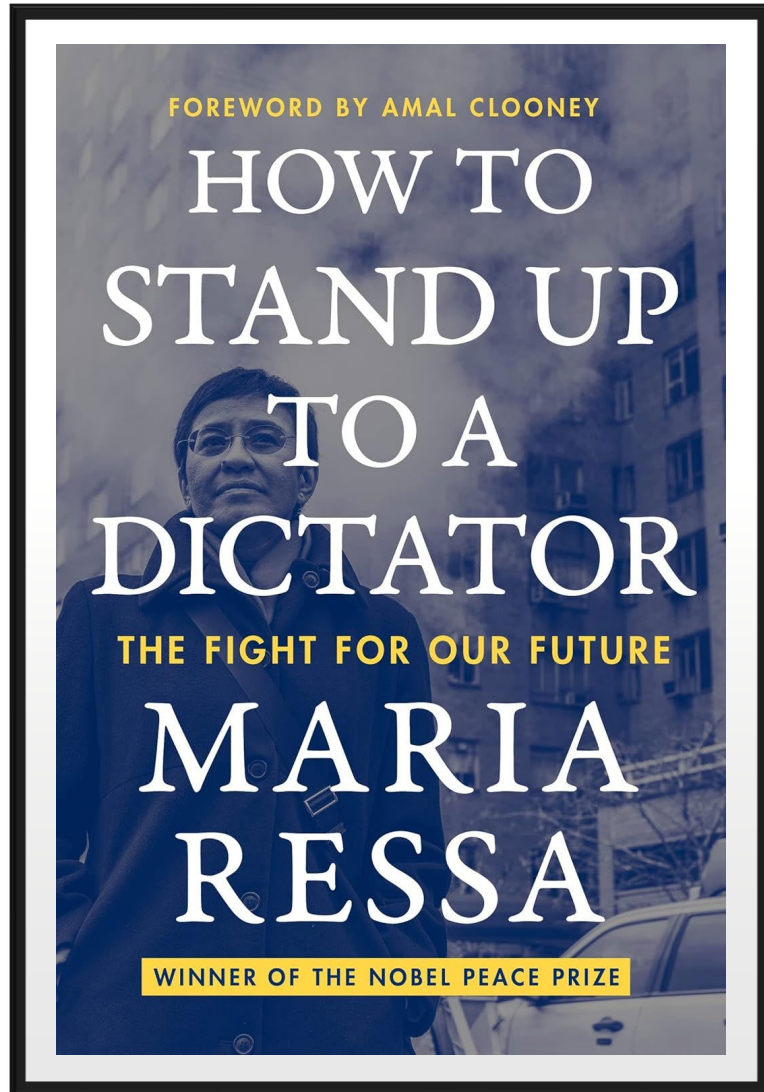
10) Value

<https://lillypad.lilly.com/entry.php?e=8284>

2011



2025



Higher Education

University of Michigan reaches settlement with women who reported sexual harassment by former provost

CNN

US

Crime + Justice

Energy + Environment

Extreme Weather

Space + Science

TV CHANNELS

CNN+



University of Michigan president fired for inappropriate relationship with university employee

University of Michigan reaches \$490million settlement with 1,050 sexual assault victims of dead sports doctor: Robert Anderson abused hundreds of athletes - mostly men - between 1966 and 2003

Daily Mail
.com



Fwd: Board announces removal of president, appointment of interim

To: Joshua Rubin <rubinjc@umich.edu>

Tue, Jan 18, 2022 at 8:12 AM

Thank you, Josh, for this thoughtful analysis.

a lot of people saw stuff, said nothing, and just did their jobs, figuring that the big shots knew what they were doing.

Yesterday afternoon, I was writing a note to someone in another organization in which I'm a member, and I talked about how I have been proud to work for an organization that takes accountability seriously and how odd it is to mention that this week. I want to work for an organization in which lowly data entry clerks feel it's okay to ask hard questions about their work environment. I realize that Josh and I are coming at this matter from almost opposite ends of the hierarchy, but that's sort of the point.

“... a lot of people saw stuff, said nothing, and just did their jobs, figuring that the big shots knew what they were doing.”

“I want to work for an organization in which lowly data entry clerks feel it's okay to ask hard questions about their work environment. I realize that Josh and I are coming at this matter from almost opposite ends of the hierarchy, but that's sort of the point.”

REMINDER: DLHS Un-Meeting - Monday, Feb 21 at noon

Mon, Feb 21, 2022 at 11:08 AM

Dear Josh,

Your messages around this topic and your leadership and effort are refreshing and filled with hope and optimism, which I very much appreciate. Thank you!

Related to culture, abuses of power at UM exist at all levels and also manifest themselves in relationships between faculty, their trainees, and their support staff. I've been engaging with [REDACTED] Bullying of trainees and support staff is a problem, particularly in the sciences, across the globe and Michigan is not immune. I am scheduled to meet with representatives from [REDACTED] to talk about how those that receive federal funding to support their research need to be held accountable for their behavior. These discussions are around introducing regulations tied to receipt of federal funding that will put investigators and their institutions at risk if reports of bullying and abuse supported by those funds are not addressed. [REDACTED] I have observed instances of bullying and abusive behavior over the years and recently experienced it myself. What became clear in every instance is that there is no real protection or recourse for those that are being bullied and/or abused and because the abusers bring in money, recognition, and rankings their behaviors are tolerated and even supported. Many of those perpetuating this abuse have been doing so for years, are well-funded, and their behavior is common knowledge across campus.

“... I have observed instances of bullying and abusive behavior over the years and recently experienced it myself. What became clear in every instance is that there is no real protection or recourse for those that are being bullied and/or abused and because the abusers bring in money, recognition, and rankings their behaviors are tolerated and even supported. Many of those perpetuating this abuse have been doing so for years, are well-funded, and their behavior is common knowledge across campus.”

It is also one of several massive settlements in recent years by universities to resolve sexual abuse complaints against doctors, in many cases with plaintiffs claiming that university officials failed to take action over years. Allegations have rocked schools including the [University of Michigan](#), [Pennsylvania State University](#), [Ohio State University](#), [Michigan State University](#) and the [University of Southern California](#).

HIGHER EDUCATION

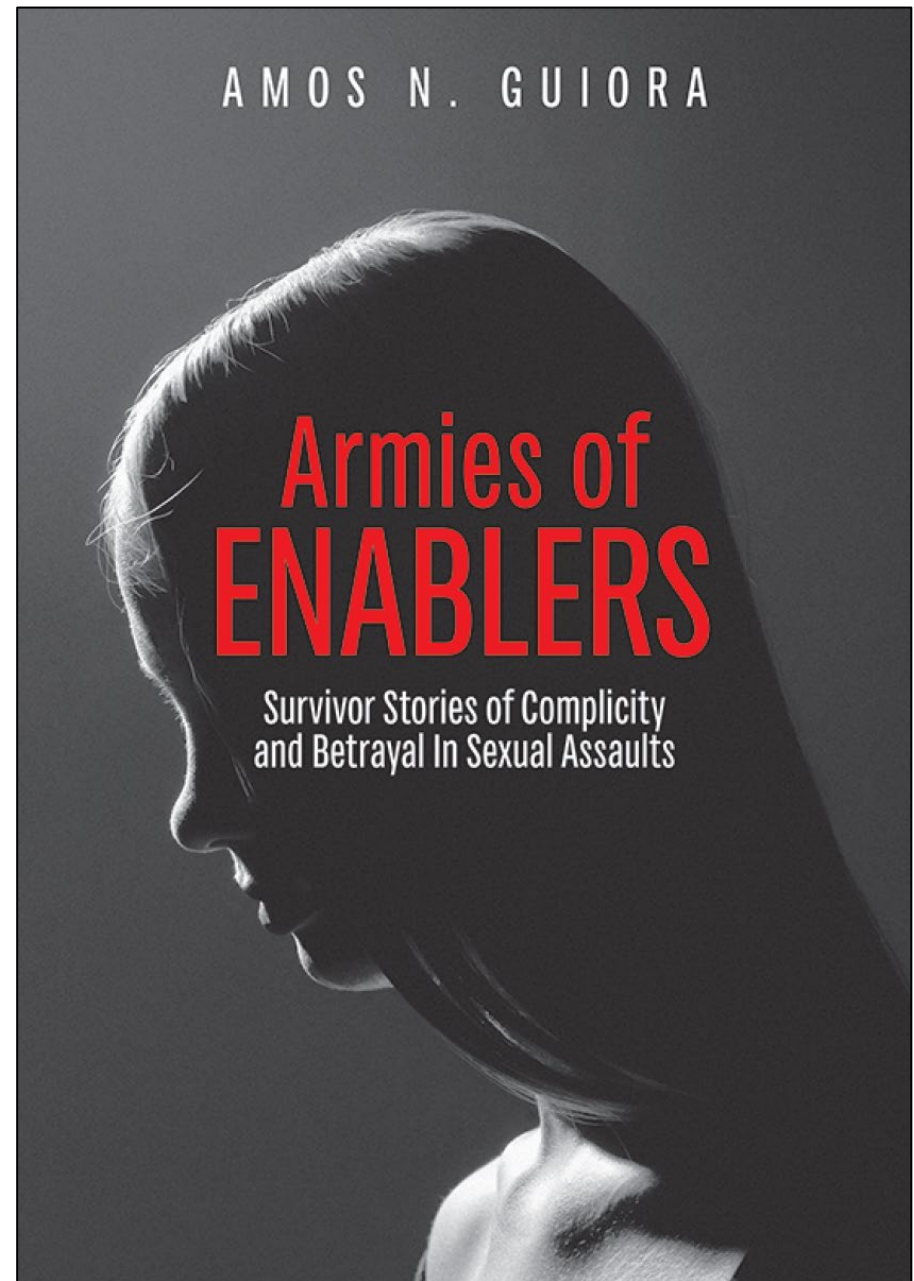
University of California agrees to \$243.6 million settlement in UCLA sex abuse scandal

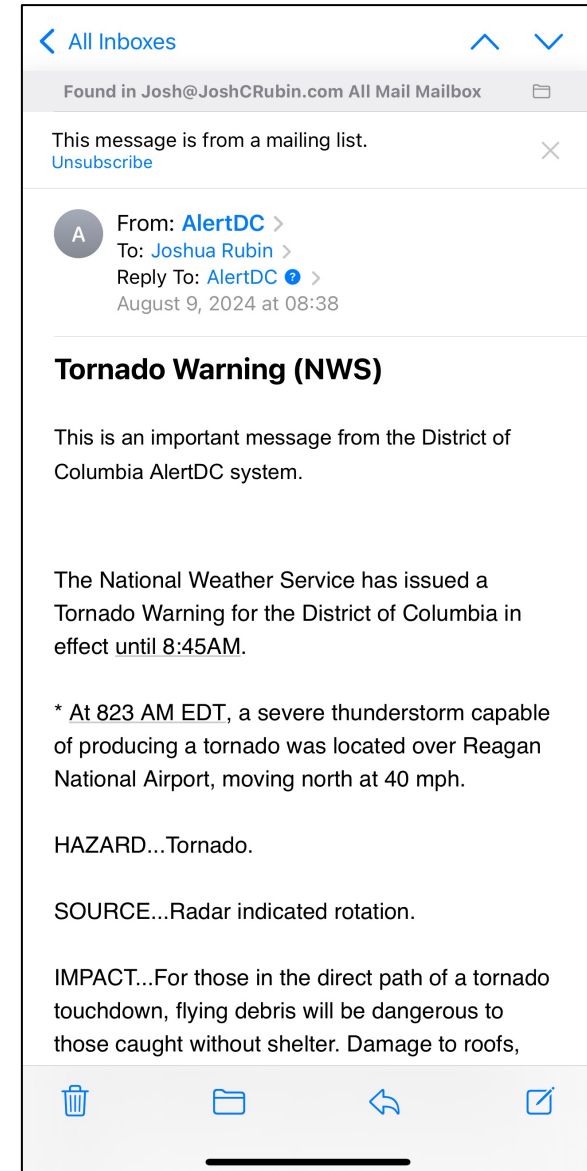
The settlement is the latest by a university reckoning with allegations dating back years



By [Susan Svrluga](#)

February 8, 2022 at 6:50 p.m. EST





How's the *CULTURE* in Your KINGDOM?



Lessons from a Disney Leadership Journey

DAN COCKERELL

Former Vice President, Disney's Magic Kingdom



“Pulling the lens back, where questioning is quashed, where diversity of thought is stifled, where power trumps compassion, where trite virtue signaling is seen as holier than actually making a difference, and where faculty and staff and even learners are routinely gaslighted into seeing opacity as transparency, such chasms can grow largely out of sight. In contrast, when principles in our consensus *Core Values* for LHSs... are operationalized in sociotechnical infrastructures and cultures anchored in learning, the radiant sunlight of truth indeed becomes the best disinfectant.”

- *Joshua C. Rubin, Esq., January 17, 2022*



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Thank You!
Questions
Discussion

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Extra Slides

Guardians 2025 | Thursday, October 9, 2025

Joshua C. Rubin, JD, MBA, MPH, MPP

[@JoshCRubin](#) | Josh@JoshCRubin.com

"I do wish we could
chat longer, but I'm
having an old friend
for dinner."



jodie foster / anthony hopkins / scott glenn

the silence of the lambs

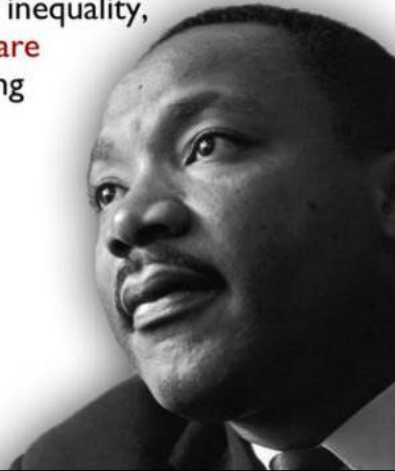
(Eco-)System Problems Demand (Eco-)System Solutions

How Can We Understand Laws Governing Such (Eco-)Systems and
Can We Rewrite Them Together?



Of all the forms of inequality,
injustice in healthcare
is the most shocking
and inhumane.

Dr. Martin Luther King, Jr.
March 25, 1966



A black and white portrait of W. Edwards Deming. He is shown from the chest up, smiling, wearing glasses, a white shirt, a dark tie, and a suit jacket.

The W. EDWARDS
Deming
Institute

W. Edwards Deming

Every system is perfectly designed
to get the results it gets.

* attribution disputed,
see source link

source: quotes.deming.org/10141

Three Topics for Discussion...



- A disruptive vision of patient empowerment anchored in LEARNING
- A novel transdisciplinary science of learning systems for transforming HEALTH
- A grassroots movement to combat abuses of power in anti-learning SYSTEMS





LEARNING HEALTH SYSTEMS

D2K
Data to Knowledge

K2P
Knowledge to Performance

**Learning
Communities**

P2D
Performance to Data



Learning Health Systems Empower Every American to Actually Make America Healthy Again Together, Part 2

By [Joshua C Rubin, JD, MBA, MPH, MPP](#) | May 29, 2025



Editor's Note: This is the second part of Josh Rubin's post. The first was published on May 23, 2025

Building Upon a Powerful Foundation of Patient Empowerment

Claudine Gay: Harvard president sorry for remarks on antisemitism

8 December 2023

Share  Save 

Sam Cabral BBC News



Dr Claudine Gay was asked whether calls for the genocide of Jews constitutes harassment under university policy

Harvard's president has apologised for controversial remarks she made at a congressional hearing about antisemitism on US college campuses.

When asked whether calls for the genocide of Jews constituted harassment under university policy, Dr Claudine Gay said it depended on the context.

Dr Gay, and two other university presidents who gave similar answers, have since faced fierce criticism.

LOCAL NEWS

Harvard comes in dead last in nationwide free speech rankings

This is the second consecutive year that Harvard was found to be the worst college or university for free speech. Its climate of free speech was deemed to be "abysmal."



Student protests over the Israel-Hamas war roiled Harvard last semester, prompting the university to tighten security on campus. *David L. Ryan / The Boston Globe*

By **Ross Cristantiello**

September 5, 2024

3 minutes to read



62



|
OR
|

[About](#)[Explore the Rankings](#)

Harvard University

Cambridge, MA • Private School

+ CAMPUS DETAILS

→ Overview

Inside the Score

Speech Controversies

Survey Results

DOWNLOAD
OVERVIEW PDF



REACH OUT



SHARE:

OVERALL SCORE

49.7

/ 100

▲ +10.2 FROM 2024

OVERALL RANK

245

/ 257

▲ 6 FROM 2024

OVERALL GRADE

F

— F IN 2024

SPEECH
CONTROVERSIES

13

— 4 IN 2025

Overview

Harvard University ranks 245 out of 257 schools in the 2026 College Free Speech Rankings. The university earned a score of 50 and has an F speech climate grade. The climb out of last place was the result of fewer penalties and a “high honors” bonus after President Alan Garber publicly rebuffed federal demands to derecognize several student groups. In the face of pressure Garber both stated a commitment to free speech and why Harvard is committed to it, “Freedom of thought and inquiry, along with the government’s longstanding commitment to respect and protect it, has enabled universities to contribute in vital ways to a free society and to healthier, more prosperous lives for people everywhere.”

Student perceptions remain bleak. Harvard places in the bottom 25 for both “Comfort Expressing Ideas” and “Administrative Support,” signaling that many students feel uneasy voicing opinions and doubt the administration’s backing of free expression. No survey area cracks the top 50, leaving significant room for improvement.



CAMPUS ANTISEMITISM REPORT CARD (BETA) > HARVARD UNIVERSITY

Harvard University



2025
Grade

C↑

Corrections Needed

ALL REPORT CARDS
2025 2024

JUMP TO Overview Criteria

2025 Report Card

Publicly Disclosed Administrative Actions

✓ Above Expectations

Jewish Life on Campus

✓ Excellent

Campus Conduct and Climate Concerns

! High



CAMPUS ANTISEMITISM REPORT CARD (BETA) > HARVARD UNIVERSITY

Harvard University



2024
Grade

F

Failing

ALL REPORT CARDS
2025 2024

JUMP TO Overview Criteria

2024 Report Card



Active
Litigation/Investigation



Recent Anti-Zionist
Student
Government
Activity



Active Jewish Life



Recent Action
Taken

usnews.com/best-graduate-schools/top-law-schools/law-rankings

197 results

Clear Filters

Law Schools

USNews

SORT BY: Rank (high to low)

\$0 - \$50,000+

State for in-state tuition:

No State Selected

Enrollment

0 - 1,000+

Undergrad GPA

ex. 3.2

LSAT Score

ex. 150

Average Starting Salary

<\$45,000 - \$75,000+

Grads Employed

0% - 100%+

Entry Times

Any

Winter/Spring

Summer

View all 6 photos

Harvard University¹

Cambridge , MA

#6 in Best Law Schools (tie)

★★★★★ 2 reviews

The full-time program application fee at the law school at Harvard University is \$85. Its tuition is full-time... READ MORE »

Add To Compare

Save to My Schools

View all 9 photos

New York University¹

New York , NY

#8 in Best Law Schools (tie)

The full-time program application fee at the School of Law at New York University is \$85. Its tuition is full-time... READ MORE »

Add To Compare

Save to My Schools

View all 20 photos

University of Michigan--Ann Arbor¹

Ann Arbor , MI

#8 in Best Law Schools (tie)

The full-time program application fee at the Law School at University of Michigan--Ann Arbor is \$75. Its tuition is... READ MORE »

Add To Compare

Save to My Schools

TUITION AND FEES

\$78,692 (full-time)

ENROLLMENT (FULL-TIME)

1,797

MEDIAN LSAT (FULL-TIME)

174

TUITION AND FEES

\$83,152 (full-time)

ENROLLMENT (FULL-TIME)

1,367

MEDIAN LSAT (FULL-TIME)

172

TUITION AND FEES

\$72,974 (in-state, full-time)

\$75,974 (out-of-state, full-time)

ENROLLMENT (FULL-TIME)

978

MEDIAN LSAT (FULL-TIME)

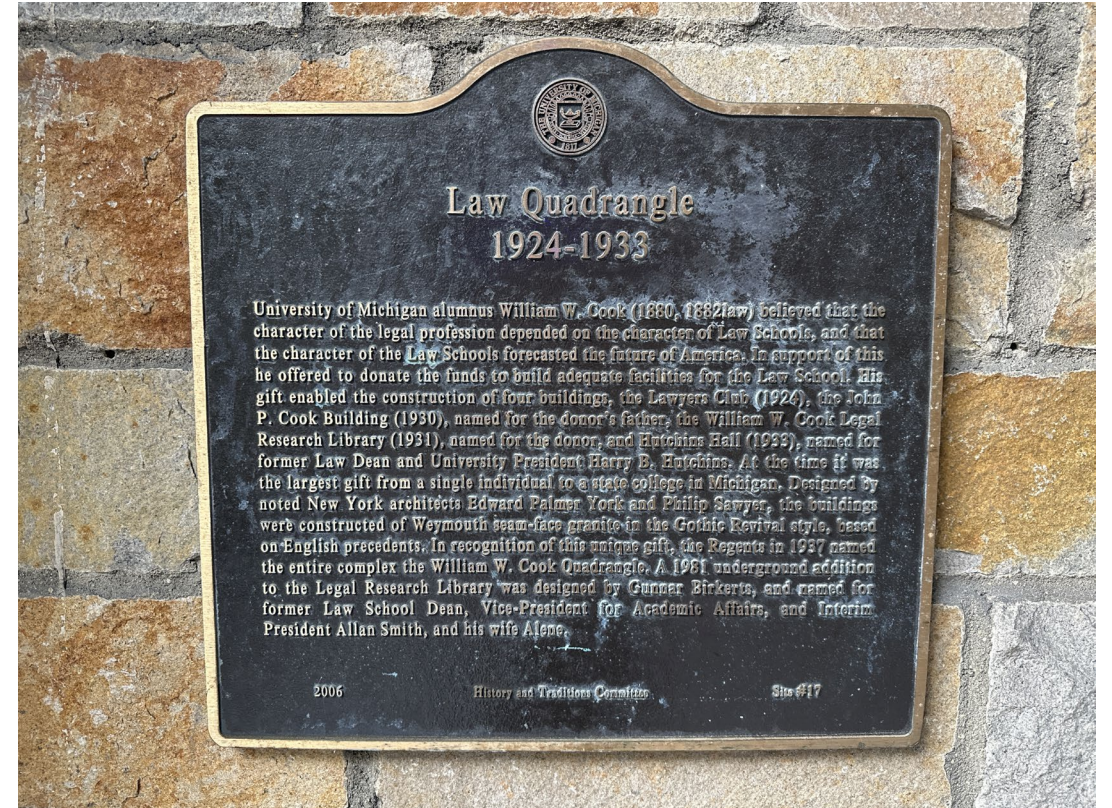
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LAW IS BUT THE MEANS ~

JUSTICE IS THE END



GEORGETOWN UNIVERSITY LAW CENTER



M | MICHIGAN LAW
UNIVERSITY OF MICHIGAN



Jesse Arm

In American Higher Ed, “Elite” Is Now Up for Grabs

As Santa Ono’s defection to the University of Florida shows, reformers, not legacy institutions, are winning the future.

[/ Eye on the News](#) / [Education, The Social Order](#)

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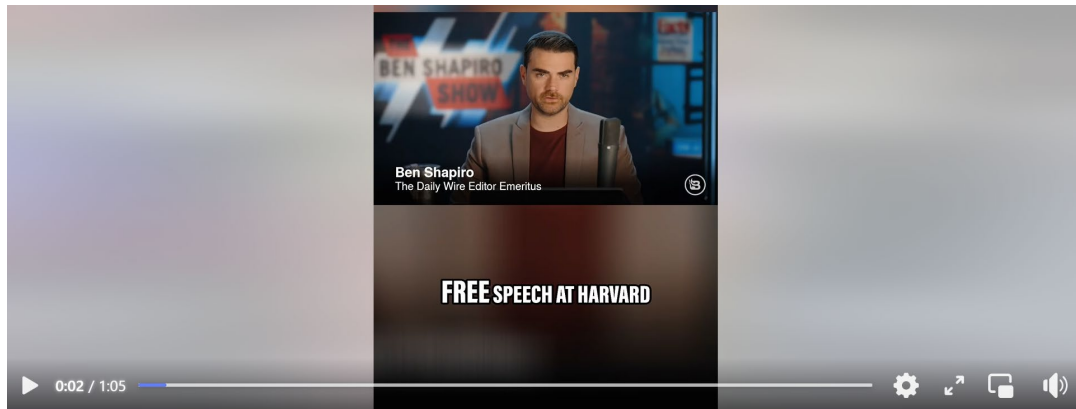
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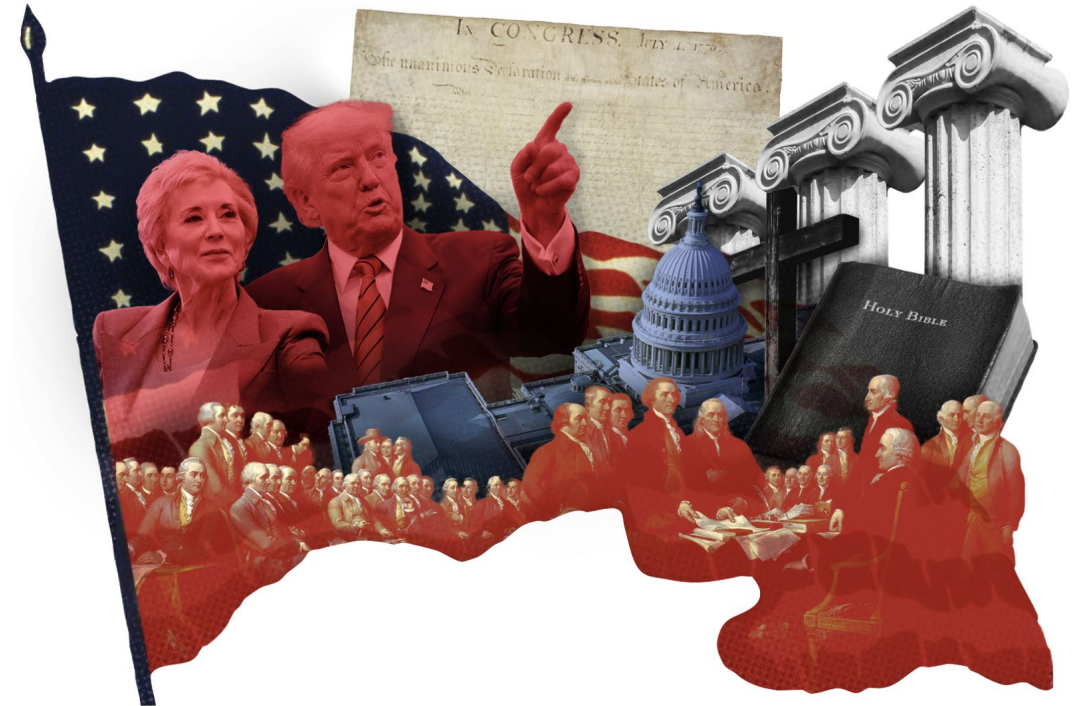
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The Battle for ‘Viewpoint Diversity’

Conservatives in and outside of higher ed have long argued that universities lack their perspectives. But empowered Republicans are now deploying tools including legislation and funding threats to force higher ed to incorporate more right-leaning views.

By Ryan Quinn

Viewpoint diversity. Civics. Western civilization.

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SEVEN THESES AGAINST VIEWPOINT DIVERSITY

Seven Theses Against Viewpoint Diversity

The problems with arguments for intellectual pluralism.

By Lisa Siraganian

This article is part of a preview of the fall 2025 issue of Academe. The full issue will be published in October.

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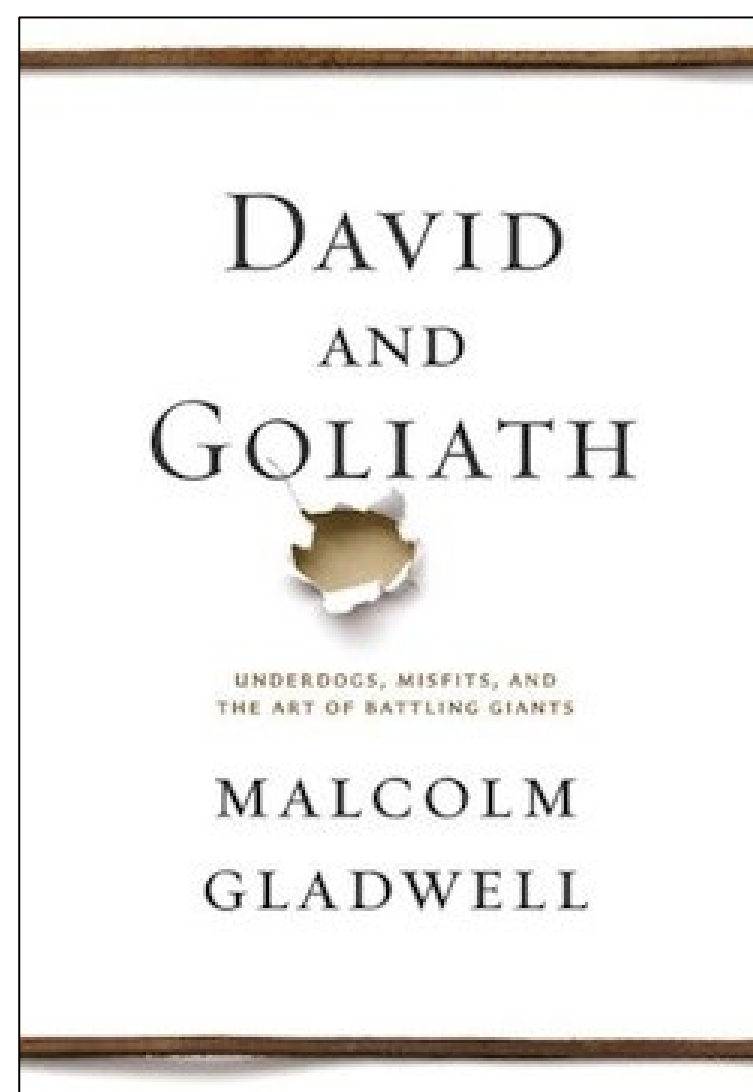
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Evidence Backs Trump on Higher Ed's Bias

A massive database shows college courses dealing with race and the Middle East lean sharply left.

By Jon A. Shields and Yuval Avnur

Aug. 13, 2025 11:42 am ET



ONE SOLIDARITY

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January 2023



Collaboratively Realizing Cultural Transformation Powered by System Sciences: Leveraging Technology and “Big Data” to Prevent “Big Abuses” in Academic Medicine

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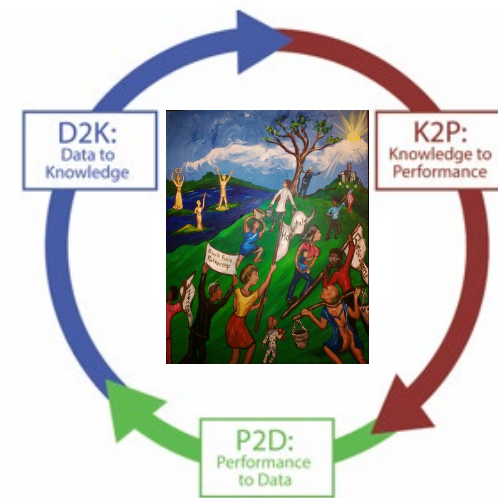
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HICSS-57 Workshop: Envisioning and Realizing the Democratizing Power of System Sciences to Combat Systemic Abuses of Power

Wednesday, January 3, 2024

1:00 PM – 4:00 PM HST



Josh@JoshCRubin.com

The goal of the workshop is to interactively engage diverse participants to develop a preliminary strategy to apply system sciences to collaboratively addressing the problem of systemic abuses of power in academia and beyond, as well as to outline a corresponding scientific research agenda; the workshop aspires to catalyze a foundation that unleashes a global cavalry of academics and activists alike to address this pressing societal challenge. The workshop will feature Dr. Safiya Umoja Noble (Author of Algorithms of Oppression: How Search Engines Reinforce Racism), Dr. Sarah Roberts (Author of Behind the Screen: Content Moderation in the Shadows of Social Media), and Mr. Jon Vaughn (Former NFL Player, Tech Entrepreneur, Abuse Survivor, and Activist), all sharing their respective work on studying abuse in socio-technical systems as well as their experiences as academics fighting for their work. This workshop is for anyone interested in abuse in systems or wanting to make a change in the systems, including the organizations, they are a part of.

SWT Leaders:

Joshua C. Rubin (Primary Contact)

University of Michigan Medical School

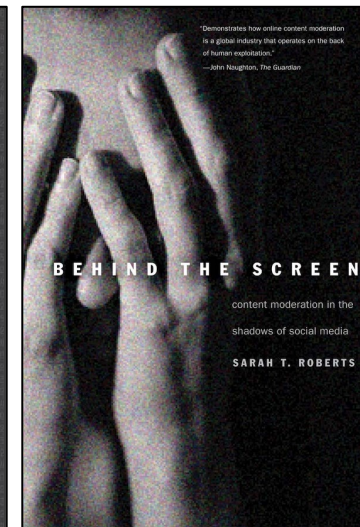
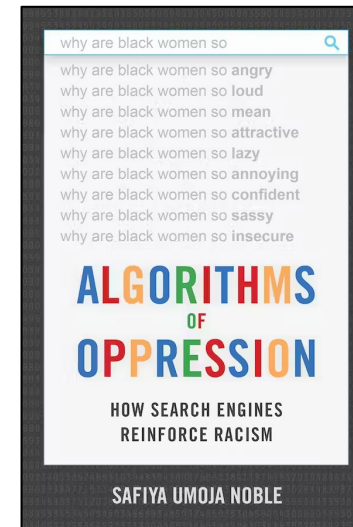
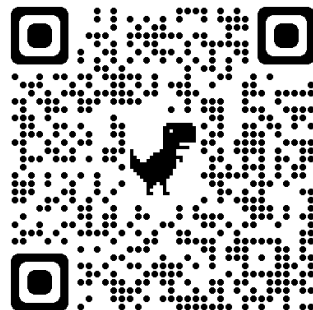
Josh@JoshCRubin.com

Melissa Ocepek

University of Illinois at Urbana-Champaign

mgocepek@illinois.edu

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Workshop
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Ann Arbor

Michigan Medicine ranked 5th best hospital in U.S., 15th in the world by Newsweek



U-M Named #1 Public Research University in the U.S.



February 1, 2021

For the 10th consecutive year, the University of Michigan is ranked No. 1 in research volume among U.S. public universities, according to a new National Science Foundation metrics report. Research volume leads to advancements in key areas ranging from the COVID-19 pandemic to driverless vehicle technology.

[National Science Foundation metrics report](#)

[Research at SEAS](#)

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Michigan Medicine hospitals ranked best in Michigan, No. 11 in the U.S. by U.S. News & World Report

Adult hospitals ranked in national top 10 for three medical specialties

ANN ARBOR, Mich. — Michigan Medicine's adult hospitals were ranked best in Michigan and 11th in the nation by [U.S. News & World Report](#) "Best Hospitals" 📄 rankings for 2021-2022. This prestigious honor measures excellence in patient care.



EDUCATION

Michigan university sorry for hosting two 'cafes', one for students of color, one for white students

Miriam Marini Detroit Free Press

Published 10:18 a.m. ET Sept. 10, 2020 | Updated 2:38 p.m. ET Sept. 10, 2020



U of Michigan accidentally sends email vowing commitment to advancing antisemitism

Error in campus-wide message draws scorn, is corrected shortly thereafter: 'We clearly misstated our intentions'

By **ANDREW LAPIN**

12 March 2022, 4:22 pm |



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OPINION

Op-Ed: The University's summer of lies

by ANONYMOUS

August 27, 2020





Married University of Michigan president, 64, is fired from \$927,000-a-year job over affair with female subordinate under zero-tolerance rules HE created: School releases 118 pages of intimate emails that reveal how he enticed her with knish!

Daily Mail



UNITED STATES

'I can lure you ... with the promise of a knish?' U of Michigan president fired over inappropriate relationship

JEWISH TELEGRAPHIC AGENCY

Knish from a rose: U of Michigan releases disgraced president's horny pastry emails

The former university president was ousted over the weekend.

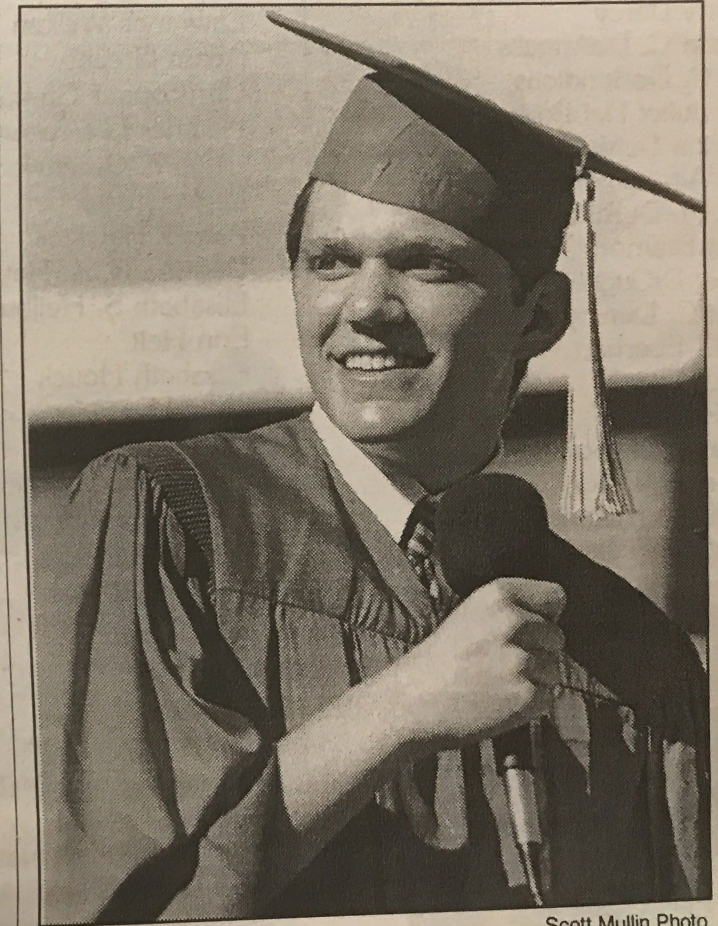
THE TAKEOUT

Overcoming fears and taking risks

By JOSH RUBIN
VALEDICTORIAN

Principal Kraemer asked me, as valedictorian, to write a speech that 1) deals with a topic that is on everyone's mind, and 2) discuss aspects of Fox Lane High School that we'll all miss. First I want to show you that I really can read everyone's mind. Please follow my instructions:

- Think of a number between 1 and 10;
- Multiply that number by 9;
- Take the sum of the digits of the number. For example, if the number is 12, $1+2=3$;
- Subtract 5 from the number you just obtained;
- Think of the letter of the alphabet that corresponds to that number 1=A, 2=B, 3=C;
- Think of a country whose name begins with that letter.



Scott Mullin Photo

Fox Lane Valedictorian Josh Rubin

The idea that one must often overcome one's



"Picture it..."

Back

Transcript

We met Josh as the president of a nonprofit called PAVE, Promoting Awareness Victim Empowerment. And I was introduced to Angela Rose, who is the founder and executive director of PAVE. And then as I got involved in that organization, I met Josh, who ironically works at the University of Michigan in the medical department on the business side of the University of Michigan.

And knowing his background, Josh is probably one of the most intelligent, smartest, kind-hearted people that I've ever met in my life, who doesn't have a lot of words, but the words that he says are so meaningful. And the stance that he takes as a non-survivor of sexual assault, but as an individual who stands up for us, he's like the guy that, you know, I was watching this medieval stuff the other day, and this tribe is going to war, right? And they're passing through a village.

And Josh is the guy that's like, hold on, let me get my spear, and I'm coming with you because we're going to fight the people that are the oppressors, right? Like, that's Josh, and willing to speak up publicly about what has happened at Michigan and these other institutions to the point where, you know, he has people within institutions, but individuals of power within institutions all around the world starting to talk about this. That is Josh.

S6E2 White House Sidewalk Sit-in

July 4

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Guardians 2025 | Thursday, October 9, 2025

Joshua C. Rubin, JD, MBA, MPH, MPP

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