



10 YEARS AT
Baylor College of Medicine

Dr. Paul Klotman
President & CEO
Executive Dean



Dear Baylor College of Medicine Friends and Colleagues,

September 2020 marked my 10-year anniversary of joining Baylor College of Medicine as president, CEO and executive dean.

As I reflected on all that has happened since I moved to Houston from New York City, I realized these past 10 years are not really about me. They are about the Baylor community.

Early on in my role as president, I added community as a fourth mission area for the College because everything we do centers around community — the Baylor community, the Houston community, the global community. And we recognized that research is the platform on which all that we do is built.

To emphasize this, we changed our Mission Statement:

Baylor College of Medicine is a health sciences university that creates knowledge and applies science and discoveries to further education, healthcare and community service, locally and globally.

As well as our Vision Statement: **Improving health through science, scholarship and innovation.**

And as the third part of this effort to describe our institution, five values were adopted: **Respect, Integrity, Innovation, Teamwork and Excellence.**

As you look through this booklet, you will see all of the changes we have made in the past decade, as well as the challenges we have overcome and the accomplishments we have achieved. All of this has been done under the umbrella of our Mission, Vision and Values.

Nothing described in these pages would have been possible without the talented and innovative faculty, staff and trainees at Baylor College of Medicine.

Some of my major goals when arriving at Baylor were to build out the McNair Campus, recruit top scientists, clinicians and educators, grow our clinical enterprise, secure more research grants and add programs and specialized research centers.

You will see all of that described here, and much more. And most importantly, we have many more achievements ahead of us.



Paul Klotman, M.D.
President & CEO
Executive Dean

Healthcare



**Baylor College of Medicine
Medical Center on the McNair Campus**

- 10 Urology, Orthopedic Surgery, Physical Medicine and Rehabilitation
- 9 Neuroscience
- 8 Department of Medicine
- 7 Dan L Duncan Comprehensive Cancer Center
- 6 Cardiology, Vascular Surgery, Acute Care Surgery, Thoracic Surgery, the Lung Institute, Baylor Medicine Stratos Integrated Health
- 4 Endoscopy Suite, Operating Rooms
- 1 Bobby R. Alford Education Center, Outpatient Radiology, Emergency Department, Hospital Radiology



Clinician Awards

The annual Faculty Awards for Excellence in Patient Care to honor outstanding contributions by Baylor faculty began in 2013. In 2017, three categories of awards were designated: Early Career, Star (mid-career) and Master Clinician.



NCI Comprehensive Cancer Center
A Cancer Center Designated by the National Cancer Institute

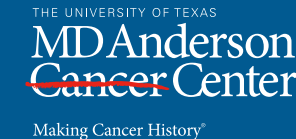
McNair Campus Timeline



The National Cancer Institute

awarded Baylor College of Medicine's cancer center "comprehensive" status – the highest and most prestigious designation a cancer institute can receive – in July 2015 and renewed the designation in 2020. In January 2019, clinical services for the cancer center moved to the 7th floor of the McNair Campus. Services are provided by Baylor St. Luke's Medical Center.

Healthcare



New Clinical Leadership



DR. ASHOK BALASUBRAMANYAM

Vice President of Academic Integration and Senior Associate Dean for Clinical Affairs

DR. JAMES MCDEVITT

Senior Vice President and Dean of Clinical Affairs



New Clinical Department Chairs

Dr. Thomas Hunt – Orthopedic Surgery

Dr. Roger Zoorob – Family and Community Medicine

Dr. Todd Rosengart – Surgery

Dr. Timothy Stout – Ophthalmology

Dr. Eric Rohren – Radiology

Dr. Hashem El Serag – Medicine

Dr. Dick Kuo – Emergency Medicine

Dr. Wayne Goodman – Psychiatry

Dr. Donald Donovan – Otolaryngology

Dr. Ganesh Rao – Neurosurgery

Dr. Michael Lee – Physical Medicine and Rehabilitation

Dr. Michael Belfort – Obstetrics and Gynecology



CHILDREN'S HOSPITAL OF SAN ANTONIO

2013: Baylor College of Medicine, Texas Children's Hospital and the Children's Hospital of San Antonio entered into a collaboration where the College would recruit, employ and oversee physicians in the Alamo City's only freestanding children's hospital.

New Clinical Departments



Emergency Medicine



Radiation Oncology

Telehealth



When COVID-19 impacted the ability to care for patients in person, Baylor rapidly implemented an array of telehealth options. Through telemedicine, healthcare providers were able to address the tremendous needs for mental healthcare as well as other health concerns that were not related to the pandemic.

Clinical Growth

CLINICAL VOLUME INCREASE

Revenue: +\$67M
2010: \$124,658,410.54
2020: \$191,972,478.48

CLINICAL VISITS

+247K
2010: 419,482 | 2020: 666,638

Education

Rankings (according to U.S. News & World Report)

Department of Education Innovation and Technology was established in 2020 with Dr. Nancy Moreno serving as chair.



Baylor remains among the top 25 medical schools of the 152 medical schools in the nation at 22nd in research and 4th in primary care. Baylor College of Medicine ranks in the top 15% of all U.S. medical schools.



In the School of Health Professions, the Doctor of Nursing Practice – Nurse Anesthesia Program ranks 2nd in the nation and the Physician Assistant Program ranks 3rd.



The Graduate School of Biomedical Sciences remains ranked 26th in the biological sciences.



Dr. Klotman presents his photo contribution to the Annual Graduate School Council Charity Art Show

Provost

Dr. Alicia Monroe joined Baylor in 2014 and serves as the College's first provost and senior vice president of academic and faculty affairs.



The National School of Tropical Medicine was established in 2011, with the recruitment of Dr. Peter Hotez and his team.

Tropical Medicine School

Dr. Hotez is a frequent expert on news media for infectious diseases and vaccine issues.

Baylor is Ranked Nationally in 5 Programs

6th

Pediatrics

13th

Obstetrics & Gynecology

13th

Surgery

15th

Family Medicine

24th

Internal Medicine

New Deans



DR. PETER HOTEZ
named founding dean of the National School of Tropical Medicine at Baylor
• 2011 •



DR. ROBERT MCLAUGHLIN
named dean of the School of Health Professions
• 2015 •



DR. JENNIFER CHRISTNER
named dean of the School of Medicine
• 2015 •



DR. CAROLYN SMITH
named dean of the Graduate School of Biomedical Sciences
• 2019 •

Education

School of Health Professions

In 2018, the School of Allied Health Sciences was renamed the School of Health Professions, a more inclusive and comprehensive name for the school. Established in 2005, the School includes a Physician Assistant Program, Doctor of Nursing Practice Program in Nurse Anesthesia, Orthotics and Prosthetics Program and Genetic Counseling Program. The Orthotics and Prosthetics Program and Genetic Counseling Program are new since 2010.



Career Development Center

The Career Development Center officially launched in 2016 to complement the professional training that students receive at Baylor by helping with the transition from student to professional.



DR. MARK HARBOTT

named Designated Institutional Official (DIO) and senior associate dean of Graduate Medical Education in the School of Medicine.



Dr. Klotman attends intimate, on-campus wedding ceremony for two students in the School of Medicine



Baylor awarded Houston Texans defensive end J.J. Watt with an honorary degree for his contributions to the city during Hurricane Harvey

Team Launch

The Team Launch program was designed to help prepare students for careers in the health sciences and biomedical research by providing foundational training in relevant teamwork skills. The program provides Baylor trainees, faculty and staff opportunities to learn and apply team skills.

School of Medicine Welcomes Most Diverse Class in 2020!



99 WOMEN
87 MEN



The students range in age from 20–30.



The inaugural Military Commissioning Ceremony for graduating medical students was held in 2015.

New Offices

Office of Student Services

Office of Institutional Diversity, Inclusion and Equity



47

UNDERREPRESENTED IN MEDICINE (URM) STUDENTS

33 LATINX STUDENTS
14 BLACK STUDENTS

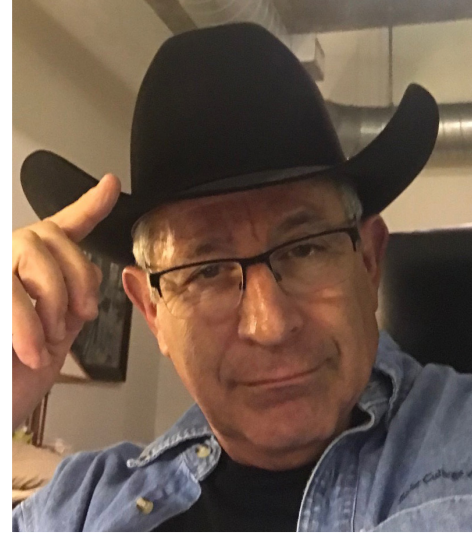
6,251 APPLICANTS

840 INTERVIEWED

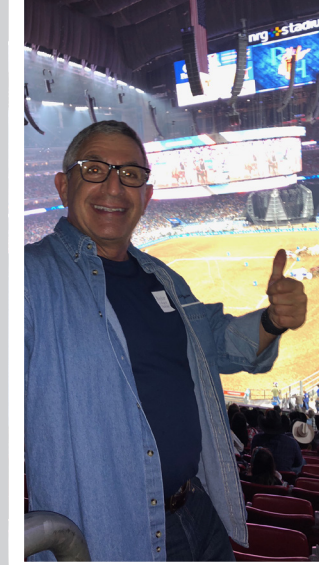
186 ENROLLED

Things I learned since moving to Texas:

You never want to be all hat, no cattle



Mutton busting is not reportable to child welfare services



You can ask a friend to borrow his car, but never his truck



Take a sweater everywhere when it is 100 degrees outside because inside it is 65



High ground is 6 ft above sea level



There are only two sports in Texas:
Football and Spring Football



Houston is green, not a desert

Since moving to Texas,
I now own:
3 cowboy hats
6 pairs of cowboy boots
1 set of longhorns



Schools close if the temperature forecast is under 40 degrees



Never ask a man the size of his ranch



There is a clean side to a hurricane



Cowboy boots can be made out of rattle snakes



THE FOOD SCENE RIVALS NYC



A Javelina is not something you throw in a track and field meet



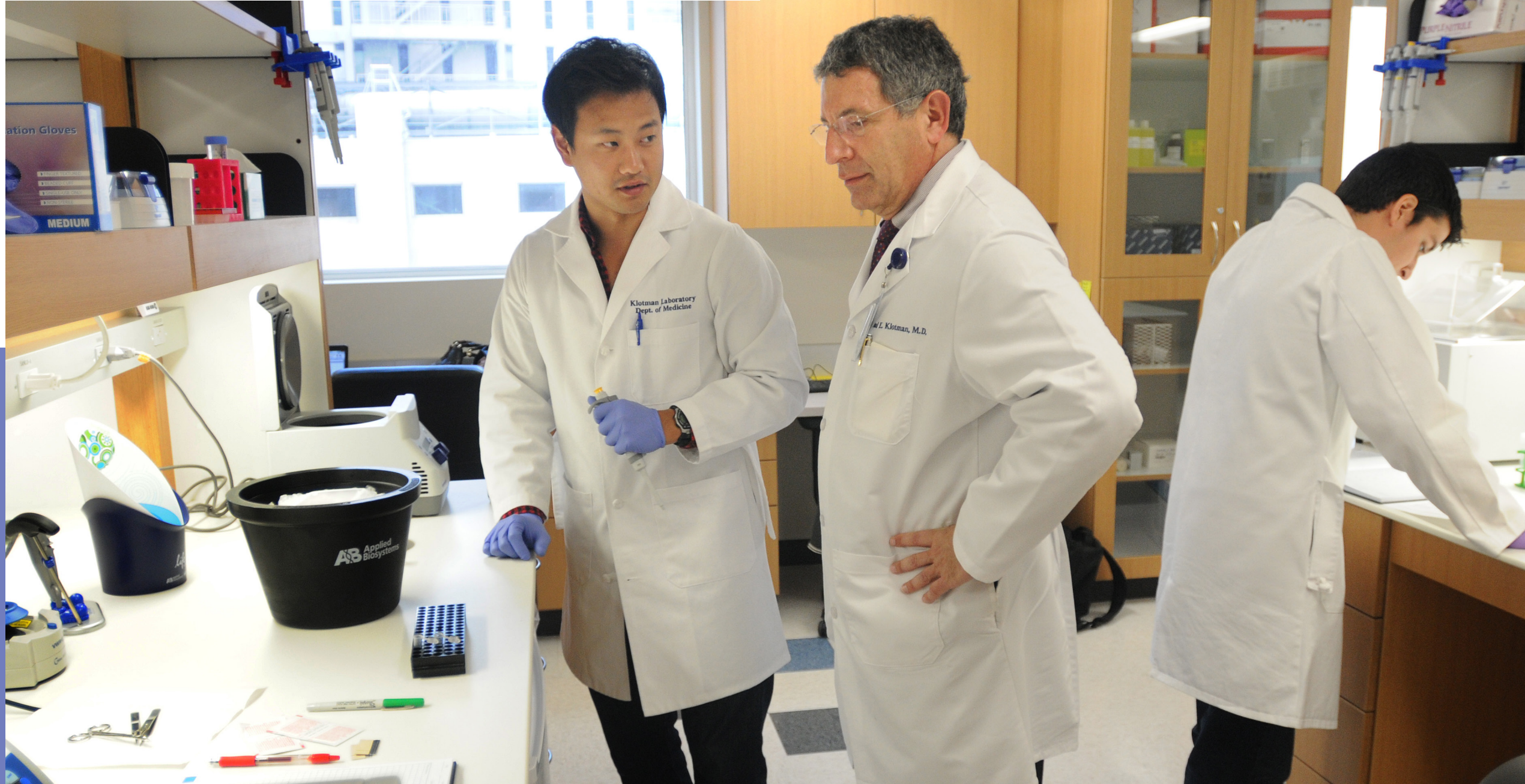
DARIUS RUCKER IS AWESOME



Wine is best served in a red solo cup



Research



Strategic Research Centers:

1. CENTER FOR DRUG DISCOVERY
2. ALKEK CENTER FOR METAGENOMICS AND MICROBIOME RESEARCH
3. CENTER FOR NEUROSCIENCE AND ARTIFICIAL INTELLIGENCE
4. CARDIOVASCULAR RESEARCH INSTITUTE
5. THERAPEUTIC INNOVATION CENTER
6. MEMORY AND BRAIN RESEARCH CENTER
7. CENTER FOR TRANSLATIONAL RESEARCH ON INFLAMMATORY DISEASES
8. CENTER OF ORGAN REPAIR AND RENEWAL

Opening of NRI

Texas Children's Hospital in October 2010 opened the Jan and Dan Duncan Neurological Research Institute where Dr. Huda Zoghbi, professor of pediatrics, neuroscience and molecular and human genetics at Baylor, serves as director.



Human Microbiome Project

The first publications from the Human Microbiome Project were released in major scientific journals in 2010. Physicians and scientists from Baylor's Human Genome Sequencing Center and Alkek Center for Metagenomics and Microbiome Research took a leadership role in the project.



National Academy of Medicine



- DR. CAROL BAKER**
Former Professor of Pediatrics - Infectious Diseases
- DR. RICHARD GIBBS**
Director of the Human Genome Sequencing Center
- DR. BRENDAN LEE**
Chair of Molecular and Human Genetics
- DR. MALCOLM BRENNER**
Fayez Sarofim Distinguished Service Chair and founding Director of the Center for Cell and Gene Therapy
- DR. CHERYL WALKER**
Professor and Director of the Center for Precision Environmental Health at Baylor
- DR. PEGGY GOODELL**
Chair of Molecular and Cellular Biology

National Academy of Science



- DR. ARTHUR BEAUDET**
Former Chair, Molecular and Human Genetics
- DR. MARTIN MATZUK**
Chair of Pathology & Immunology
- DR. WAH CHIU**
Former Professor of Biochemistry
- DR. DORA ANGELAKI**
Professor of Neuroscience
- DR. DAVID MOORE**
Professor of Molecular and Cellular Biology, Medicine and Molecular and Human Genetics
- DR. HUGO BELLEN**
Professor of Molecular and Human Genetics and Neuroscience



Dr. Mary Dickinson Named Dean of Research

Dr. Mary Dickinson was named senior vice president and dean of research in 2019 after serving as associate dean for research the prior two years. Dickinson is a professor of molecular physiology and biophysics and of molecular and human genetics. She holds the Kyle and Josephine Morrow Endowed Chair in Immunology, and her research focuses on the genetic and mechanical influences on early cardiovascular development.

Research



Advanced Technology Cores

The Advanced Technology Core Laboratories provide state-of-the-art instrumentation and technologies to support research of all faculty on a subsidized fee-for-service basis. The first 12 labs opened in 2011 and the College now has 26 ATC Laboratories.



New Centers

Center for Precision Environmental Health

Duncan Institute for Clinical and Translational Research

Computational and Integrative Biomedical Research Center

Alkek Center for Metagenomics and Microbiome Research



New Basic Science Chairs

DR. THEODORE WENSEL
Biochemistry and Molecular Biology

DR. JOSEPH PETROSINO
Molecular Virology and Microbiology

DR. MARTIN MATZUK
Pathology & Immunology

DR. PEGGY GOODELL
Molecular and Cellular Biology

DR. BRENDAN LEE
Molecular and Human Genetics

Baylor College of Medicine Ventures

Baylor College of Medicine Ventures was established in 2019 to fulfill the goal of maximizing the impact of the innovative enterprise at Baylor. It supports the development and commercialization of Baylor's intellectual property assets into products and services that benefit the public.



Baylor Genetics

In October 2014, Baylor and Miraca Holdings, Inc. agreed on a joint venture in which the College shares ownership and governance of its clinical genetics laboratories with the international biotechnology firm. This provides Baylor trainees with an opportunity to expand their laboratory diagnostic skills in a larger enterprise with samples from around the world. The clinical diagnostics effort is headquartered in Houston and now known as Baylor Genetics.

Commercial Highlights

Diversigen

kuur
THERAPEUTICS

ANIZOME
MICROBIOME INNOVATION

Biotherapeutics

FGH BioTech

Xploration Health



Commercial Transactions

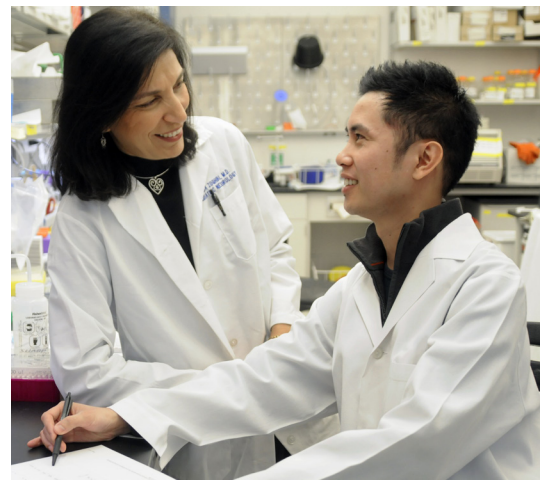
- Fate Therapeutics announces exclusive license agreement with Baylor for rejection-resistant iPSC-derived cellular therapies.
- AlloVir expands its research collaboration with Baylor to discover and develop allogeneic, off-the-shelf, virus specific T-cell therapies for coronaviruses.
- MD Anderson and Takeda announce collaboration to accelerate the development of clinical-stage, off-the-shelf CAR NK-cell therapy platform.
- Kuur Therapeutics launches to develop and commercialize off-the-shelf CAR-NKT cell therapies targeting hematological and solid tumors.

New Research Initiatives

1st President's Award for Innovative Research

Population Health Initiative

President's Circle funds support new research programs, including the COVID-19 RFAs



Dr. Huda Zoghbi wins Breakthrough and Brain Prize

Dr. Huda Zoghbi in 2016 was announced as one of 12 recipients of the Breakthrough Prize, which honors paradigm-shifting research and discovery and recognizes the world's top scientists in the fields of fundamental physics, life sciences and mathematics.

In 2020, Zoghbi was awarded the Lundbeck Foundation Brain Prize, one of the world's most prestigious prizes in brain research.

Funding

+\$168M
IN TOTAL
RESEARCH
FUNDING
SINCE 2010

TRISH / Center for Space Medicine

The Center for Space Medicine emphasizes discovery and innovation in high-priority areas of space biomedical science and technology. The center fosters biomedical discovery, advances the field of space medicine, trains scientists and physicians and translates space advances to benefit health on Earth.

The Translational Research Institute for Space Health (TRISH) is a partner to the NASA Human Research Program. TRISH helps solve the health challenges of human deep space exploration. The institute finds and funds disruptive, breakthrough research and technologies that can reduce risks to astronaut health and performance. The institute is funded through a cooperative agreement with NASA to Baylor College of Medicine and includes consortium partners Caltech and Massachusetts Institute of Technology.

Community

COVID-19 Pandemic

From the beginning of the COVID-19 pandemic, Baylor took a lead in responding to the public and providing accurate information on the virus. Leaders at Baylor worked with city, county and state elected officials as well as congressional officials to get accurate information out and combat myths.

As a health sciences university, leaders in each mission area created a new normal of how to conduct research, educate learners and provide patient care during a pandemic. Teaching tools and resources were quickly developed to help those in the community who were educating children from home.



Smart Pod

In 2015, Baylor received a grant from the United States Agency for International Development (USAID) for the development of the Emergency Smart Pod, a portable 8-bed treatment unit that can be built and deployed quickly to areas affected by Ebola to assist healthcare providers. Baylor was one of 12 grant recipients announced by USAID in response to President Barack Obama's challenge to the agency to find innovative tools to help in the crisis. In 2020, the Smart Pod was deployed in Harris County Precinct 2 for COVID-19 testing and care.

Position Papers

Taking a stand on critical health issues is more important now than it has ever been. Starting in 2019, the College began issuing position papers to inform the community about issues that impact their health. Thus far, five position papers have been issued:

RESPONSE TO THE MEASLES OUTBREAK

DANGERS OF YOUTH SMOKING AND VAPING

ORGAN DONATION POLICY

RACIAL JUSTICE AND PUBLIC HEALTH

FIREARM SAFETY

New Policies



Volunteer Time Off



Smoke-free Campus

New Center



Baylor Global Initiatives



Botswana 10-year Anniversary
The Botswana-Baylor Children's Clinical Center of Excellence, part of the Baylor International Pediatric AIDS Initiative at Texas Children's Hospital, celebrated its 10th anniversary in 2013.



Texas Historic Landmark
The Texas Historical Commission recognized the Cullen Building at Baylor's main campus as the first building to be completed in the Texas Medical Center. An official Texas Historical Marker was unveiled acknowledging the Roy and Lillie Cullen Building as a significant part of history. The building was dedicated as a Recorded Texas Historic Landmark.

Students at the Blackshear Elementary School receive HESS toy trucks during their annual holiday drive. Baylor partners with HESS to create a curriculum based on each year's holiday truck.



Rusk and Ryan

The College partnered with the Houston Independent School District to establish two magnet middle schools with a rigorous curriculum that focuses on the health sciences while also offering pre-AP courses and high school credit.

The Baylor College of Medicine Academy at James D. Ryan was established in 2013 and the Baylor College of Medicine Biotech Academy at Rusk was established in 2016. Baylor and HISD have jointly operated the Michael E. DeBakey High School for Health Professions since 1972.

Hurricane Harvey

Baylor united as a community to help those in need when Hurricane Harvey caused destruction and devastation in the city of Houston in 2017. Students volunteered to clean homes and physicians treated patients who were displaced from their homes at the George R. Brown Convention Center.



Administration

Major Appointments



DR. BERT O'MALLEY
Chancellor



JOE DOTY
Chief Operating Officer



TONI GRAY
Director of Title IX and
Student Disability Services



MELANIE JAGNEAUX
Ombuds

Coming Soon...

SPRING 2021: Spine Center on McNair 9th floor – a multidisciplinary center consisting of experts from neurosurgery, physical medicine and rehabilitation, neurology, anesthesia and orthopedics.

2023: O'Quinn Tower on the McNair Campus - 12-story building that will include radiology, operating rooms, three floors for the cancer center.



Faculty

Full-time and part-time Baylor-employed faculty

6/30/2010: **1,797** 6/30/2020: **3,921**

New Initiatives at the College



BCM BeWell

BCM BeWell inspires and creates a culture of healthy living and wellness in the Baylor community.

ADOPTION ASSISTANCE PLAN

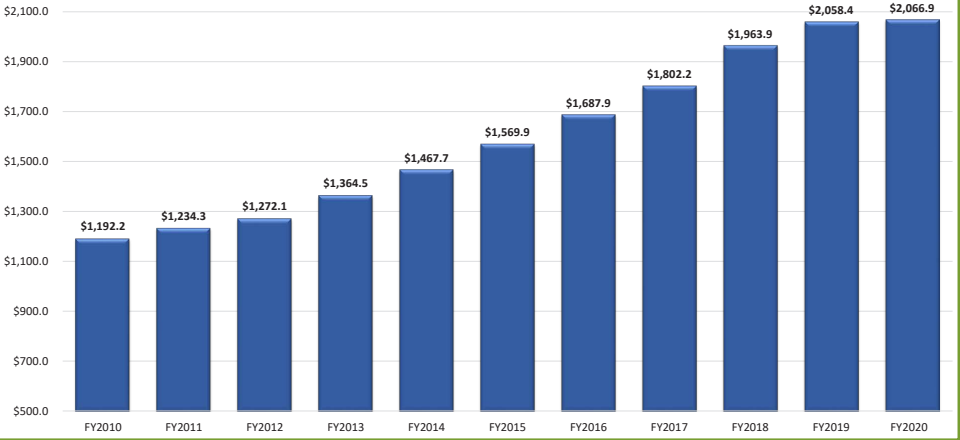
Adoption Assistance Plan offers full-time faculty and staff support in planning to adopt a child.

Office of Professionalism



Finance Report

Revenues (\$M)



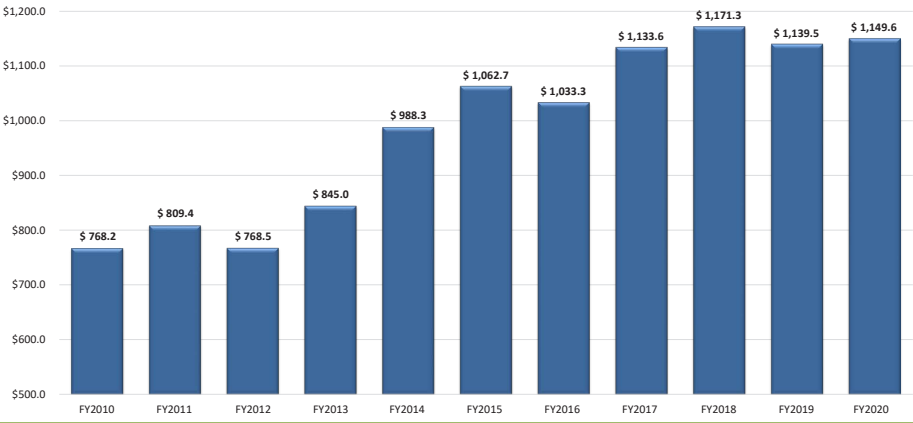
Credit Rating

	S&P Rating	Outlook
Aug-08	A	Stable
Oct-09	A-	Negative
Jan-10	A-	Credit Watch
Jun-11	A-	Stable
Jul-12	A-	Stable
Oct-13	A-	Stable
Nov-14	A-	Positive
May-15	A-	Positive
Apr-16	A	Stable
Jul-17	A	Stable
Nov-18	A	Stable
May-19	A	Stable
Sept-20	A	Stable

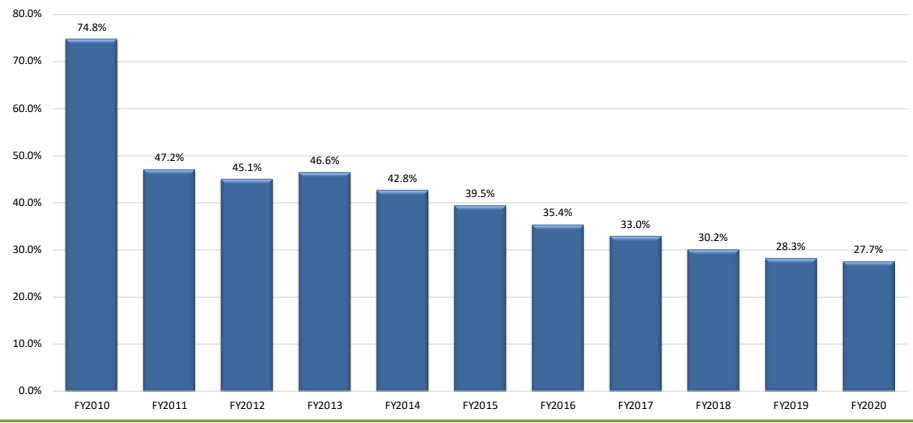
Dr. Klotman started, Sept. 2010

Rating Upgraded

Endowment Balance (\$M)



Debt to Revenue



Philanthropy



Philanthropy brought Baylor to Houston, and under Dr. Klotman’s leadership, it has continued to fuel our growth. Over the last 10 years, Baylor has been strengthened by several major philanthropic gifts from national and local donors. This success also is reflected in a number of centers and initiatives that have helped to keep Baylor at the forefront of academic medicine.

Bobby R. Alford, M.D., Educational Center
Honors the memory of Dr. Bobby Alford, who chaired the Bobby R. Alford Department of Otolaryngology – Head and Neck Surgery, and who served as chancellor, executive vice president and dean of medicine at Baylor.

Lung Institute
Launched in 2014 by world-renowned lung disease expert the late Dr. David J. Sugarbaker to accelerate research and personalized treatments for patients with lung diseases. In 2016, the Lester and Sue Smith Foundation made a transformational \$10.2 million gift to the Lung Institute to enhance research, education and patient care.

Center for Precision Environmental Health
Under the direction of Dr. Cheryl Walker, the center focuses on how the environment affects the health of individuals and populations. Grants to the Center for Precision Environmental Health grew to \$5.5 million in 2019 from \$1.3 million in 2017.

Albert and Margaret Alkek Center for Molecular Discovery
The center was funded by the Albert and Margaret Alkek Foundation in 2010 to improve human health through the development and application of metabolomics, proteomics and integrated informatics for diagnostic and therapeutic applications.

Philanthropic donors have contributed more than \$681 million since 2010. We are honored to recognize some of our most generous supporters from the last decade.

- | | | |
|--|---|--|
| Albert and Margaret Alkek Foundation | Gillson Longenbaugh Foundation | Notsew Orm Sands Foundation |
| Joe L. and Barbara B. Allbritton | Mrs. Clare A. Glassell | Robert R. and Kay M. Onstead Foundation |
| MD Anderson Foundation | The Glassell Family Foundation, Inc. | The John M. O'Quinn Foundation |
| Laura and John Arnold | Linda and John Griffin | The Oskar Fischer Project |
| Auxiliary to Texas Children's Hospital | Maureen and Jim Hackett | Pamela and David A. Ott, M.D. '72 |
| Baylor Medical Foundation | The Hamill Foundation | Mrs. Lucille S. Pevehouse |
| Baylor University | William E. and Sharon Aukerman Haynes | Tom and Pat Powers Foundation |
| Becker Family Foundation | Hobby Family Foundation | James A. Quigley Trust |
| Mr. Edward L. Block | Harold S. and Joanne H. Hook | Josephine L. Reid Charitable Remainder Trust |
| Edward Block Family Foundation, a supporting organization of the San Antonio Area Foundation | The Hook Family Foundation | Retina Research Foundation |
| Simón Bolívar Foundation | Ms. Terry Huffington and Dr. Ralph E. Dittman '73 | Sid W. Richardson Foundation |
| The Brown Foundation, Inc. | Huffington Foundation | Barbara and Corbin J. Robertson, Jr. |
| Mr. and Mrs. Philip J. Burguières | Mr. and Mrs. Ed Jones | Philip B. Rothenberg, M.D., F.A.C.S. |
| Dr. and Mrs. William T. Butler | W. M. Keck Foundation | Sammons Enterprises, Inc. |
| Lydia and James Chao | The Knights Templar Eye Foundation, Inc. | A.R. "Tony" and Maria J. Sanchez Family Foundation |
| Ting Tsung and Wei Fong Chao Foundation | Harold and Patricia Korell Foundation | Susan and Fayez Sarofim |
| Chevron | Rolanette and Berdon Lawrence | Martha Ann and Harold M. Selzman, M.D. '62 |
| CHI St. Luke's Health System | Fred Lummis Family | Jeri and Marc Shapiro |
| The Cullen Foundation | The J. E. and L. E. Mabee Foundation, Inc. | The B. Smith Trust |
| The Cullen Trust for Health Care | The John P. McGovern Foundation | Judy and Glenn Smith |
| The Cullen Trust for Higher Education | McIngvale Family | The Lester & Sue Smith Foundation |
| DAMB Foundation | Marrs McLean Foundation | Vivian L. Smith Foundation |
| The DeBakey Medical Foundation | The McLean Foundation | Joan C. Suit, Ph.D., and Herman D. Suit, M.D. '52, D.Phil. |
| The Dan L Duncan Family | Drayton and Elizabeth McLane Foundation | Shirley and David Toomim Family Fund |
| John S. Dunn Foundation | Janice and Robert McNair | Mr. and Mrs. Charles L. Watson |
| Lisa and Ralph Eads | The Robert and Janice McNair Foundation | Watson Family Foundation |
| The Elkins Foundation | McNair Medical Institute at The Robert and Janice McNair Foundation | The Welch Foundation |
| The William Stamps Farish Fund | Alice R. McPherson, M.D. | Whitmore Trust |
| Fishman Haygood LLP | Trinidad Mendenhall | Mr. Wallace S. Wilson and Mrs. Jeanie Kilroy Wilson |
| Cherie and Jim Flores | Mr. John L. Nau III | David and Eula Wintermann Foundation |

