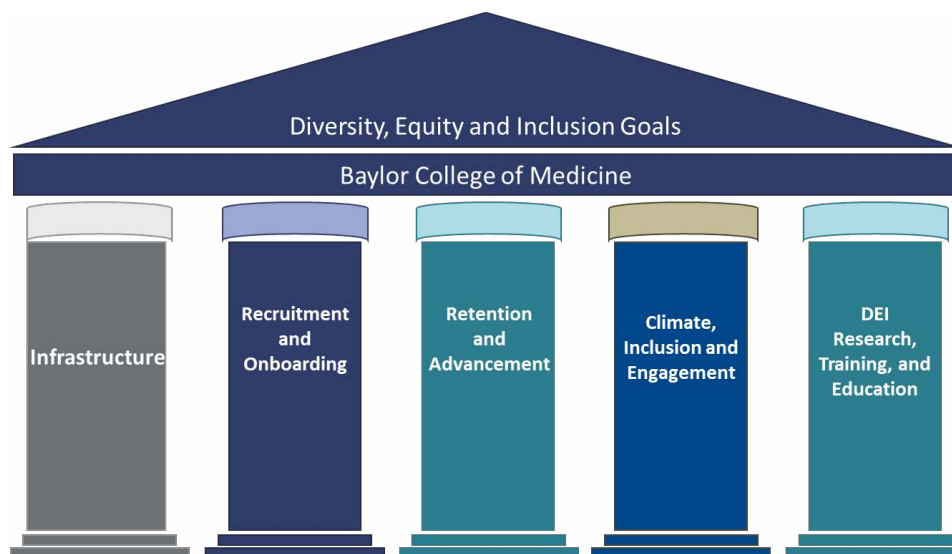


Baylor  
College of  
Medicine

# Institutional Diversity, Equity and Inclusion

2020-2021 Annual Report



## Mission

The Office of Institutional Diversity, Equity and Inclusion (OIDEI) cultivates an environment of inclusion and diversity among the Baylor community in order to equip a “healthcare and scientific workforce prepared to care for diverse populations locally and globally.” Baylor College of Medicine utilizes a blended approach to achieve diversity, equity and inclusion goals across five domains – infrastructure; recruitment and onboarding; retention and advancement; climate, inclusion and engagement; and health equity, training and research.

The OIDEI collaborates with stakeholders to lead the institution’s strategic planning, implementation, and evaluation processes that have been informed by best practices across five core pillars. Baylor is a diverse community aligned to achieve our diversity, equity and inclusion goals. Each year, the Office of Communications and Community Outreach publishes [\*\*Fast Facts\*\*](#), which documents important demographic information about our students, trainees, faculty and staff. Additional resources on yearly demographic trends can be found on the [\*\*Office of Faculty Affairs/Faculty Development\*\*](#), [\*\*Office of the Registrar\*\*](#), and [\*\*Office of Institutional Diversity, Equity and Inclusion\*\*](#) web pages.

### INFRASTRUCTURE

Inclusion and Equity Ambassadors, Inclusion and Excellence Council, Association of American Medical Colleges (AAMC) Foundational Principles of Inclusion Excellence, Policies, DEI Professional Associations Committees, and National Academy of Science Engineering and Medicine.

### RECRUITMENT AND ONBOARDING

AAMC Holistic Review for Faculty, Trainees and Students, Diversity Admissions Symposium, GME/Postdoc Pre-Look Diversity Event, Health ProfessionalsDay Outreach

### RETENTION AND ADVANCEMENT

DEI Awards Programs, Career Advancement Series, Mentoring Circles sponsorship for AAMC Faculty Development Programs,

### CLIMATE, INCLUSION AND ENGAGEMENT

Affinity Groups, Compassionate Conversations, Diversity and Inclusion Week, Diversity and Inclusion Observances, Baylor’s COATS For Excellence and Equity

### RESEARCH, TRAINING AND EDUCATION

DEI Training Workshops, Grand Rounds, Saturday Morning Science, Health Equity Summer Research Summit, Center of Excellence in Health Equity, Training and Research

# Infrastructure

*"Diversity and Inclusion Excellence are means to emerge as an Equity-Minded AHC...once an AHC has achieved the 3<sup>rd</sup> dimension, they will have achieved Excellence."*



At the beginning of the academic year, all unit leaders completed an annual Diversity, Equity and Inclusion (DEI) Action Plan: 1) To align unit diversity objectives to College goals; 2) To identify areas of opportunity and strengths through data collection and analyses; 3) Curate and disseminate resources to support institutional and unit action plans; and 4) Improve bi-directional communication. Unit leaders are reporting on their progress in achieving their goals and preparing their AY 22 DEI Plan. Examples of DEI outcomes from these plans, include expansion or creation of new unit-level [DEI infrastructure](#) and increased development of and requests for DEI trainings and educational sessions.

The [Inclusion and Equity Ambassadors](#) are faculty or staff members appointed by their academic or administrative unit leader and approved by the President/CEO and Executive Dean. They are charged with supporting their unit leader with diversity, equity and inclusion (DEI) goals, strategic planning, programs, assessment, etc. and supporting the College's diversity, equity and inclusion efforts. During AY2020-21, there were 110 (78 faculty and 32 staff representing 45 units) ambassadors representing 97.4% of all departments, academic centers, and schools. In addition to working within their unit, ambassadors assisted chairs, directors and deans with completing the AY2020-2021 Diversity, Equity and Inclusion Action Plans, provided feedback and recommendations for revisions to Baylor's institutional DEI objectives, provided a unanimous recommendation from the Recruitment Work Group to implement holistic review for faculty recruitment and selection College-wide, recommended gender neutral avatars for the Baylor public website, and served as facilitators for DEI trainings, including the Compassionate Conversations Series.

The [Inclusion and Excellence Council](#) is an institutional committee that supports Baylor's

institutional diversity, equity and inclusion goals and serves in an advisory capacity to the Associate Provost of Institutional Diversity, Equity and Inclusion. The Council is comprised of 25 voting members including faculty, staff members, postdoctoral trainees, residents and students. All voting and ex-officio members must serve on a mission-related subcommittee. During AY2020-2021 Council provided feedback and recommendations for revisions to Baylor's institutional DEI objectives and worked on initiatives related to diversity of subjects in clinical trials, patient anti-bias/discrimination policies, college-wide DEI service opportunities, and environmental visual cues of inclusion.

The AAMC has developed a roadmap for academic medical centers to practice conscious inclusion and equity-mindedness called the **Foundational Principles of Inclusion Excellence (FPIE)**. Baylor College of Medicine was selected as a pilot institution for implementing this initiative. It includes training, culture/climate assessment tools, and tools to identify and address inclusion in learning and workplace environments (e.g., mistreatment, harassment, racial tension, and gender inequities). After offering the training to Council members and Ambassadors, it was made available to departments, academic centers and schools. Across the College, trainees, faculty and staff participated in FPIE strategic planning discussions to identify DEI goals. During the year, four centers and departments participated in FPIE.

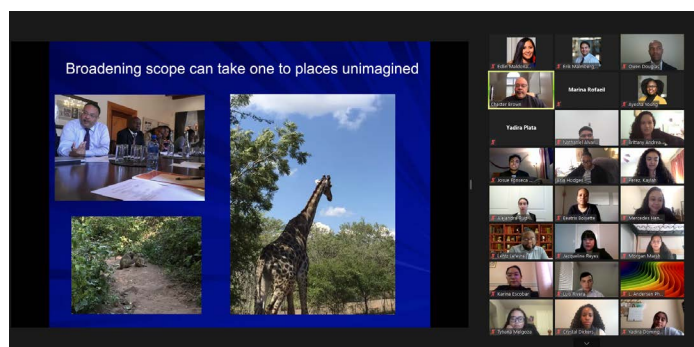
The [Texas Medical Schools' Diversity and Inclusion Consortium](#) includes faculty and staff representatives involved in institutional diversity, equity and inclusion efforts at medical schools in the state of Texas. Baylor College of Medicine is a founding member, and Dr. Toi Harris served as the inaugural chair. Some of the Consortium's accomplishments during AY2020-2021

included establishing ties with The University of Texas System internal Diversity Task Force, supporting Texas HB 4139 to create a state Office for Health Equity, and collaborating on DEI training and networking opportunities across Texas medical schools.

Finally, the College completed the process of revising and approving the 02.2.40 Diversity Policy, and Office of Institutional Diversity, Equity and Inclusion staff and other DEI

stakeholders assisted the Center for Medical Ethics and Health Policy in drafting the [\*\*Baylor's Position Statement on Strengthening Our Commitment to Racial Justice to Improve Public Health\*\*](#). Baylor College of Medicine has become a institutional member of the National Academies of Sciences, Engineering and Medicine's Action Collaborative on Preventing Sexual Harassment in Higher Education.

## Recruitment and Onboarding



The sixth annual [\*\*Diversity Admissions Symposium\*\*](#) provides an opportunity to introduce undergraduate and post baccalaureate students from diverse backgrounds, including underrepresented racial and ethnic groups, first-generation, non-traditional, and sexual orientation and gender minority groups, to Baylor College of Medicine as well as support and encourage these students to pursue a medical, health professions or biomedical sciences careers.

Select attendees were given the opportunity to participate in a mock interview. Of those participants responding to the post-event evaluation (n=37, 86% rated the overall quality of the symposium as “very good” or “excellent” and 84% of respondents reported that they felt better prepared for the admissions process as a result of attending the Symposium.

Participant Demographics - 139	Number (%)
Female	104 (75.0)
Economically disadvantaged background	80 (57.6)
African American/Black	54 (38.8)
Hispanic/Latinx	62 (44.6)
Rural residential background	25 (18.0)
Hispanic Males	17 (12.0)
African American Males	14 (10.0)

Baylor College of Medicine was selected as a pilot site for the **AAMC's Applying Holistic Principles to Faculty Recruitment and Retention**. Six departments and one school volunteered to participate in the pilot. Unit leaders were required to complete a comprehensive assessment on readiness for holistic review and equity minded hiring and retention. This was followed by initial training in Jan. 2020 for faculty and staff (including department chairs) who oversee faculty recruitment and hiring. Units were then tasked with determining the desired competencies and mission critical experiences, attributes, and scholarly metrics of an ideal candidate, selecting interview questions for holistic review faculty recruitment, and creating a candidate evaluation form and score sheet.

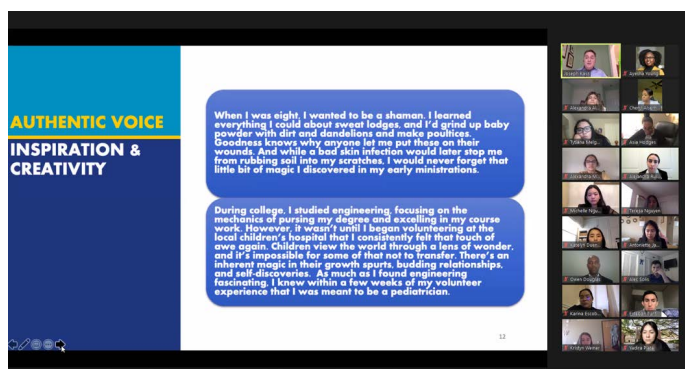


OIDEI staff represented Baylor at regional and national **diversity-related recruitment events**, including fairs at Lamar University, Texas A&M University-Corpus Christi, and the Texas Southwest Swing of Health Professions Fairs (at University of Houston, Rice University, Texas A&M University, University of Texas at Austin, University of Texas at Dallas, Texas State University, University of Texas at San Antonio, and St. Mary's University). In addition, staff attended the SACNAS National Diversity STEM Conference and Annual Biomedical Research Conference for Minority Students. OIDEI staff also conducted trainee recruitment as a virtual exhibitor at the 2021 Latino Medical Student Association (LMSA) National Conference and 2021 Student National Medical Association

(SNMA) Annual Medical Education Conference in collaboration with several Baylor residency programs, including Emergency Medicine, Psychiatry, Pediatrics, and Obstetrics and Gynecology.

These efforts reached more than 880 prospective students and trainees.

The Office of Institutional Diversity, Equity and Inclusion, in collaboration with the School of Medicine's Graduate Medical Education Office, hosted a two-evening **Graduate Medical Education (GME) Diversity Prelook Event 2021** for Baylor residency programs on May 18 and 19, 2021. U.S. medical students from diverse backgrounds, including those who identify as coming from a racial and ethnic minority, first-generation, economically or environmentally disadvantaged, non-traditional, or sexual orientation and gender minority background, were invited to attend this free event to learn more about Baylor's residency programs. There were 113 registered participants from 58 medical schools across the country, of which 88.5% identified as African-American/Black or Hispanic, 61.9% were women, and 54.9% come from economically disadvantaged background.



## Retention and Advancement

Sponsored by the Office of the Provost, the Office of Institutional Diversity, Equity and Inclusion and the Office of Faculty Affairs, the Baylor College of Medicine **Career Advancement Series** offers a five-session professional development series for Instructors, Assistant Professors and Associate Professors in all departments, academic centers and schools to enhance leadership skills and assist with professional and personal goals for advancement and promotion.

For the AY2020-2021 cohort, there were a total of 39 faculty members, including 1 instructor, 20 assistant professors, and 9 associate professors.



## Awards and Recognition

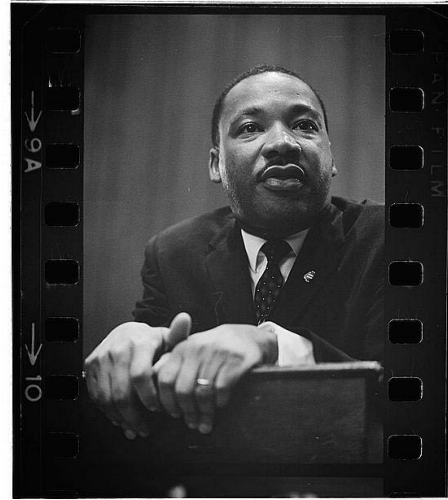
The **Women of Excellence Award** was established in 2018 to honor individuals who have demonstrated extraordinary dedication to issues that affect women at Baylor or in the larger community and who exemplify Baylor values.

The committee received 49 Women of Excellence nomination packets and 38 individuals (34 faculty, 1 staff, 2 trainees and 1 student) received the award.



The newly established annual **Equity Trailblazer Award** recognizes one student, trainee, staff, and faculty who have made significant contributions and accomplishments in moving Baylor toward being a more diverse and inclusive community above and beyond their generally anticipated scope of responsibilities as a staff, faculty, trainee or student. This year's recipients were Farah Ladha, second-year genetic counseling student, School of Health Professions; Andria Tatem, MD, MEd, third-year academic general pediatrics clinical fellow (PGY7), Department of Pediatrics; Amanda Gutierrez, MPH, senior research assistant, Center for Medical Ethics and Health Policy; and Keila Lopez, MD, MPH, associate professor, Department of Pediatrics, Section of Cardiology.

**Progress Notes**, the student magazine of Baylor College of Medicine, created a new diversity, equity and inclusion essay contest seeking narrative reflections on diversity in medicine and the biomedical sciences. This



*Martin Luther King, Jr. photographed by Marion S. Trikosko, 1964. LC-DIG-ppmsc-01269 Source: Library of Congress*

student-led project is co-sponsored by the Office of Institutional Diversity, Equity and Inclusion. The winning publications were published in *Progress Notes* on Jan. 15, 2021, in observance of Martin Luther King, Jr. Day. The AY2020-2021 winning entries were:

**Faculty Category:** Dr. Sarvari Yellapragada, associate professor of Medicine, Section of Hematology and Oncology – Reaching the ‘unreachable’: The final frontier in medicine

**Student Category:** Jessica Watts, student in the Graduate School of Biomedical Sciences – Black excellence: Pursuing society’s view of exceptionalism at the expense of our humanity

**Trainee Category:** Dr. Harsha Ayyala, resident physician in the Department of Physical Medicine and Rehabilitation – Bioethics in the COVID era: Physiatrists advocate for patients with disabilities



## Climate, Inclusion and Engagement

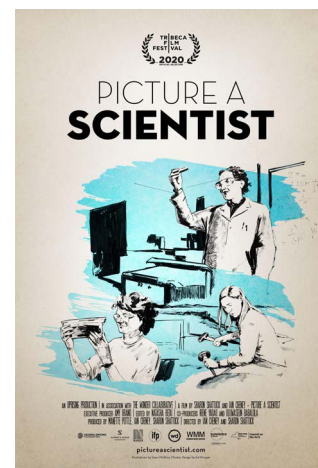


In observance of [National Diversity and Inclusion Week 2020](#) OIDEI launched the inaugural BCM Diversity Showcase designed to highlight DEI work of Baylor's schools, departments, programs, and student organizations. There were 17 department/school presentations and 3 presentations representing student organizations. More than 350 individuals participated in the Showcase that was also attended by executive mission leaders to provide feedback on the presentations.

The [Compassionate Conversations for Change](#) series is an ongoing opportunity for students, trainees, staff and faculty to discuss important social justice issues facing our communities. Each conversation includes sharing of information by content experts followed by small group discussions guided by trained facilitators and closing with a large group debrief. During AY2020-2021, Compassionate Conversations reached more than 900 participants. Topics covered included: Bystander Interventions, Creating a Sense of Belonging, Cradle to Prison Pipeline, Addressing AAPI Discrimination, and Gender Affirming Language. Participant evaluations scored a 4.2/5.0 across all Compassionate Conversations for the year. The Office of Institutional Diversity, Equity and Inclusion also received approval from the Division of Continuing and Professional

Development to offer Continuing Medical Education (CME) credit during the next academic year.

The Center for Professionalism (co-sponsored by the Office of Institutional Diversity, Equity and Inclusion, Title IX Office, Office of the Provost, and Graduate School of Biomedical Sciences) hosted a panel discussion on the feature film, [Picture a Scientist](#),



directed by Sharon Shattuck and Ian Cheney in April 2021. *Picture a Scientist* is a documentary film that examines discrimination of women researchers in science and medicine. It was an official selection at the 2020 Tribeca Film Festival.

The Office of Institutional Diversity, Equity and Inclusion offered several programs during [Hispanic Heritage Month](#), [Black History Month](#), [Women's History Month](#), Asian American Pacific Islander Heritage Month, and LGBTQ History Month. The unit expanded its use of social media to reach more stakeholders for these events.

Despite our best efforts and intentions, there will be times when actions are taken by members of the College community that do not align with our values. This may be due to interpersonal or personal challenges. The resources provided here are available to support and assist you. This being The Integrity [Hotline](#) was created to report violations of the BCM Code of Conduct, policies, standards, ethics, or laws have occurred, or if you have concerns regarding any other matter.

## DEI Research, Training and Education

In June 2020, Baylor College of Medicine rolled out a new **Inclusion Excellence: A T.E.A.M. Approach, eLearning Course**. The training discussed Baylor's commitment to inclusion excellence and highlight data to support the rationale for advancing inclusion in a biomedical institution. Additionally, it educated on historical context of exclusionary practices in the U.S. and offer strategies and resources to achieve inclusion excellence within an anti-bias environment. The training was available on SuccessFactors in the Learning section starting June 24 (August 2 for School of Medicine students).

**Saturday Morning Science (SMS)**, a community outreach program, started in 2005 by Dr. James L. Phillips, that encourages local students from the 7th to the 12th grade to explore future educational and career opportunities in STEM and medical fields. For AY2020-2021, SMS served over 200 students, approximately 60% who come from underrepresented and/or low socioeconomic backgrounds, across five school districts and 16 schools in the Houston area. SMS ran four programs during the year, including SMS Fall (virtual program), SMS Spring (virtual program), SMS Summer Research Re-Imagined (virtual program), and SMS Summer Research (in-person program). Based on feedback from students and parents, future SMS Fall and Spring cohorts will maintain a virtual option for students to increase access to students and increase relationships with area schools.



**Health Professionals Day Out**, which started

in 2009 as Doctor's Day Out, sends Baylor faculty, trainees and students from groups underrepresented minority backgrounds to underserved K-12 schools in Houston to give them professional role models. Students meet with the Baylor health professionals in small groups to ask questions and to hear their personal stories about challenges they overcame to be where they are today. Additionally, they talk about how to prepare for college and a career in the health professions. The students are encouraged to participate in other diversity outreach programs offered through Baylor College of Medicine, including Saturday Morning Science. During AY2020-2021, the program was virtual, including two sessions per month during the fall and monthly in the spring, and expanded its reach to 8 additional area schools. Baylor COATS (Community Outreach, Action, Training and Service) for Excellence and Equity provide the volunteers.

The Office of Institutional Diversity, Equity and Inclusion developed a virtual **Career Mentor Matching Program** for sixth grade through first year of college students from underrepresented minority backgrounds. It includes a bi-level mentorship model (one mentor in ultimate STEMM career goal field and one mentor who is a medical, health professions or graduate student. The program started in Spring 2021 and 89 applications were received to date (rolling application cycle). Applicants included SMS students and students who attended a Health Professionals Day Out session at their school. 60 students have been matched to date (all with parent/guardian permission) with Baylor faculty and trainees. The virtual programming includes monthly meetings with mentors and four virtual meetings during the year for all program participants for invited speakers, seminar and networking activities.



**Baylor COATS (Community Outreach, Action, Training and Service)** for Excellence and Equity is an institutional initiative comprised of Baylor faculty, staff, trainees and students who are committed to advancing our diversity, inclusion and equity goals. Baylor COATS core membership includes 40 students, trainees, faculty and staff who participated in several events during AY2020-2021, including Saturday Morning Science small group facilitators, panelists for Health Care Professionals Day Out, mentors for the Career Mentor Matching Program. COVID-19 vaccine outreach initiatives, volunteering with Texas Southern University's Center for Biomedical and Minority Health Research, Clinical Research Conference Panels, monthly disease-specific seminars, and planning the Stop Asian Hate Rally.

Baylor College of Medicine continues to build on its long history of educational outreach initiatives with the addition of a **Center of Excellence in Health Equity, Training and Research (COE)**. Baylor was one of 13 U.S. institutions awarded a Health Resources and Services Administration \$3.3M grant in 2017 to promote diversity in medicine by focusing on programs aimed to increase the number of diverse and highly qualified medical professionals ready to introduce effective and innovative approaches to reduce or eliminate health disparities.



The **COE Scholars Programs** offered training for junior faculty (9), clinical fellows (6) and medical students (39) during the academic year in the areas of career and professional development; wellness; clinical research methods and bioinformatics; health

equity research; and cultural competence, social determinants of health and health disparities. COE medical student scholars have additional activities focused on academic success (e.g., CBSE and USMLE prep), service learning, and clinical rotations focused on health equity. Postbaccalaureate scholars have additional opportunities focused on student success (e.g., MCAT prep), clinical observer experiences, and assistance with the medical school admissions process. In collaboration with the Graduate School of Biomedical Sciences (GSBS), the COE piloted a Certificate of Completion for 20 COE transformed post-baccalaureate premedical (TPP) scholars, which included six-hours of graded graduate-level courses. A new full-time, one-year Post-Baccalaureate Certificate of Completion in Biomedical Sciences and Health Equity offered through the GSBS was approved by the College, and the inaugural class of 39 was selected in June 2021 with a planned start date of August.

Baylor College of Medicine's **Health Equity Grand Rounds Series**, sponsored by the Center of Excellence in Health Equity, Training and Research in collaboration with the Office of Institutional Diversity, Equity and Inclusion and other Baylor departments, schools and academic centers, provides a forum to address issues such as health disparities, social determinants of health, cultural/linguistic competency, and social justice. During the AY2020-2021, 12 sessions were presented:

- *Expanding Diversity Efforts to Include Learners with Disabilities: Opportunities and Benefits*
- *Talking the Talk: Everyday Equity and the Science of Communication*
- *Addressing Racism in Medical Education - Everyone Matters, Everyone Counts*
- *Aging Race: A Strategy for Child Health Equity*
- *Transgender and gender diverse health care*
- *Sexual Harassment in Higher Education: Findings, Recommendations, and Prevention Strategies*
- *Community-Engaged Scholarship in Underserved Communities*
- *Taking Action: Respectful Maternity Care of*

### *Pregnant and Birthing People*

- *Advancing Health Equity in the Clinical Encounter: The Role of Cultural Identity in Patients and Healthcare Providers*
- *Racial and Ethnic Disparities in COVID-19: Root Causes and Corrective Action Plans*

The fourth annual **2021 COE Health Equity Summer Research Summit** was held on May 20, 2021. More than 175 physicians and other



healthcare professionals, residents and clinical fellows, biomedical scientists, students, and community members nationwide, who are committed to workforce diversity in the health and biomedical sciences and bringing quality represented populations, participated in this livestream event. The conference included a keynote address from Antonio A. Bush, PhD, and Malika Fair MD, MPH with the Association of American Medical Colleges, two plenary sessions; a health equity research showcase of 45 selected research abstracts; and 7 work-in-progress presentations.

### **SCHOLARLY ACTIVITY UPDATE**

Cohort	Total published articles
TPP Students	29
Medical Students	40
Clinical Fellows	43
Junior Faculty	104
<b>TOTAL</b>	<b>216</b>

The Office of Institutional Diversity, Equity and Inclusion received requests from departments, centers and schools for DEI training during the academic year, including the AAMC Foundational Principles of Inclusion Excellence (FPIE), holistic review, creating inclusive work/learning environments through

addressing microaggressions, unconscious bias, etc. In addition, a new bi-monthly **Social Determinants of Health, Medicine, and Ethics Journal Club** was announced in collaboration with the Center for Medical Ethics and Health Policy.

During the AY20-21 academic year, communities across the United States, including Houston, began experiencing increased instances of hatred and violence towards Asian American and Pacific Islanders (AAPI), largely owed to the xenophobia and anti-Asian sentiment surrounding the COVID-19 pandemic. Several units, including the Office of Institutional Diversity, Equity and Inclusion, collaborated with Baylor student groups and other member institutions in the Texas Medical Center to host a **Stop Asian Hate Rally**, Bystander Intervention to Stop Anti-Asian/American Harassment and Xenophobia Workshops and other events and resources in support of the AAPI community.

Drs. Ali Abbas Asghar-Ali, associate professor of Psychiatry and Behavioral Sciences, Ellen Friedman, professor of Otolaryngology & director of the Center for Professionalism, Toi

I stand in solidarity with

#NOHATE



Harris, professor of Psychiatry and Behavioral Sciences & associate provost of Institutional Diversity, Equity and Inclusion and third-year medical student Rebecca Chen received a Norton Rose Fulbright educational grant in 2020 to create the It Stops with Me workshop that provides practical tools for Baylor College of Medicine employees to recognize

and respond to microaggressions in the workplace. The program includes two [Whiteboard videos](#) and a 90-minute workshop. The objectives for the course include defining the three forms of microaggressions, describing the impact of microaggressions in the workplace, and using at least one strategy to address microaggressions as a bystander. The new program was unveiled as a plenary session at the fourth annual 2021 Baylor Center of Excellence in Health Equity, Training and Research Summer Research Summit in May 2021.

Baylor awarded its first round of **RFA grant recipients for research projects addressing inequitable health outcomes affecting underrepresented minorities** as one of its action steps towards achieving the College's position statement "Strengthening Our Commitment to Racial Justice to Improve Public Health." The Office of the President garnered 46 proposals from diverse multidisciplinary research teams, of which [eight were selected](#) in December 2020 for one-year grants totaling \$250,000.

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