Accreditation survey visit to Baylor College of Medicine on September 27 – 29, 2021 by an ad hoc survey team. All times are central time.

**Team Members**

**Team Chair**

**Stephen Ray Mitchell, MD, MBA**  
Dean, Medical Education  
Professor, Pediatrics and Medicine  
Georgetown University School of Medicine

**Team Secretary**

**Tina L. Thompson, PhD**  
Sr. Associate Dean of Academic Affairs  
Central Michigan University College of Medicine

**Team Member**

**James Graham, MD**  
Professor of Pediatrics  
Executive Associate Dean for Academic Affairs  
University of Arkansas for Medical Sciences College of Medicine

**Team Member**

**Jason Booza, PhD**  
Assistant Dean of Continuous Quality Improvement and Compliance  
Wayne State University School of Medicine

**Team Member**

**Jessica T. Servey, MD**  
Associate Dean for Faculty Development  
Uniformed Services University of the Health Sciences, F. Edward Hébert School of Medicine
### Monday, September 27, 2021

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| 8:00 – 9:00 | Dean’s perspective on the status of the medical school [ZOOM]                   | Participants:  
**Paul Klotman**, MD, FACP, President, CEO & Executive Dean  
**Jennifer Christner**, MD, Dean, School of Medicine |
| 9:00 – 9:45 | Meeting with senior leadership staff [ZOOM]                                      | Participants:  
**Biykem Bozkurt**, MD, PhD, Associate Provost of Faculty Affairs; Senior Associate Dean of Faculty Development  
**Mary Dickinson**, PhD, Senior VP and Dean of Research  
**Toi Harris**, MD, Associate Provost of Institutional Diversity, Equity, and Inclusion & Student and Trainee Services  
**Nadia Ismail**, MD, MPH, MEd, Senior Associate Dean of Curriculum  
**Karen Johnson**, MD, Associate Dean of Admissions  
**Andrea Stolar**, MD, Senior Associate Dean of Student Affairs  
**James T. McDeavitt**, MD, Executive Vice President and Dean of Clinical Affairs  
**Ricky Mercado**, MPH, Director of Accreditation  
**Joel Purkiss**, PhD, Assistant Dean of Evaluation, Assessment, and Educational Research  
**Lorie Tabak**, MPH, Chief of Staff |
| 9:45 – 10:00 | Break                                                                            |                                                                                                                                             |
| 10:00 – 11:30 | Educational program objectives, content, curriculum management, and evaluation [ZOOM] | Participants:  
**Cara Foldes**, MD, MPH, Assistant Dean of Foundational Sciences  
**Anne Gill**, PhD, MS, RN, Assistant Dean of Interprofessional Education  
**Clay Goodman**, MD, Associate Dean of Foundational Sciences  
**Nadia Ismail**, MD, MPH, MEd, Senior Associate Dean of Curriculum  
**Lee Poythress**, MD, Associate Dean, of Student Affairs  
**Joel Purkiss**, PhD, Assistant Dean of Evaluation, Assessment, and Educational Research  
**Stacey Rose**, MD FACP, Associate Dean of Curriculum  
**David Rowley**, PhD, Assistant Dean of Foundational Sciences  
**Karen Schneider**, MD, Curriculum Committee Chair |
| 11:30 – 12:15 | Teaching, supervision, student assessment, student advancement [ZOOM]             | Participants:  
**Cara Foldes**, MD, MPH, Assistant Dean of Foundational Sciences  
**Nadia Ismail**, MD, MPH, MEd, Senior Associate Dean of Curriculum  
**Joel Purkiss**, PhD, Assistant Dean of Evaluation, Assessment, and Educational Research  
**Stacey Rose**, MD FACP, Associate Dean of Curriculum  
**David Rowley**, PhD, Assistant Dean of Foundational Sciences  
**Karen Schneider**, MD, Curriculum Committee Chair  
**Stephanie Sherman**, MD, Residents as Teachers and Educators Program Director  
**Andrea Stolar**, MD, Senior Associate Dean of Student Affairs |
| 12:15 – 1:15 | Lunch Break                                                                       |                                                                                                                                             |
1:15 – 2:00 | Preclerkship students [ZOOM]

Participants:
MS1 – Colton Andrews
MS1 – Vanessa Catania
MS1 – Adel Hassan
MS1 – Madeleine Heliste
MS1 – Alexandra McLennan
MS2 – Ebubechi Adindu
MS2 – Saad Ehsan
MS2 – Kristiana Nasto
MS2 – Hannah Todd
MS2 – Ryan Ward

2:00 – 2:45 | Medical school finances [ZOOM]

Participants:
Jamie Bailey, BS, Vice President of Finance & Interim Chief Financial Officer
Jennifer Christner, MD, Dean, School of Medicine
Paul Klotman, MD, FACP, President, CEO & Executive Dean
Don Turilli, Executive Director, Controller, Financial Accounting

2:45 – 3:00 | Break

3:00 – 3:45 | Meeting with preclerkship course directors [ZOOM]

Participants:
Sarah Bezek, MD, Critical Thinking and Problem-Solving Course Director
Jessica Davila, PhD, Research and Populations in Medicine Course Director
Cara Foldes, MD, MPH, CABS-Evidence Based Medicine Course Director
Sandra Haudek, PhD, Foundations Basic to the Science of Medicine Course Director
Sindhu Idicula, MD, Psychiatry and Behavioral Sciences Course Director
Dharani Narendra, MBBS, Respiratory Course Director
Sindhu Varadarajan, MD, Patient, Physician and Society 1-2 Course Director
Munder Zagaar, PhD, Pharmacology, Course Director
Ming Zhang, PhD, Head and Neck Anatomy Course Director

3:45 – 4:30 | Meeting with clerkship directors [ZOOM]

Participants:
Andrew Caruso, MD, Internal Medicine Clerkship Director
Joelyn Greely, MD, Obstetrics and Gynecology Clerkship Director
Jin Han, MD, Psychiatry Clerkship Director
William Huang, MD, Family and Community Medicine Clerkship Director
Doris Kung, MD, Neurology Clerkship Director
Sanghamitra Misra, MD, Pediatrics Clerkship Director
Yessenia Rojas-Khalil, MD, Surgery Clerkship Director
Navdeep Sekhon, MD, Emergency Medicine Clerkship Director
Tuesday, September 28, 2021

8:00 – 8:45 | Residents [ZOOM]

Participants:
- Resident – Gabriel Torrealba Acosta, MD, Neurology
- Resident – Tanvir Ahmed, MD, Family and Community Medicine
- Resident – Nkele Davis, MD, Emergency Medicine
- Resident – Elkin Galvis-Carvajal, MD, Emergency Medicine
- Resident – Jessica Gerard, MD, Obstetrics and Gynecology
- Resident – Kevin Huang, MD, Surgery
- Resident – Matthew Koller, MD, Psychiatry
- Resident – Kristen Lea Lavere, MD, Internal Medicine
- Resident – Lily Luc, MD, Family and Community Medicine
- Resident – Marc McShane, MD, Pediatrics
- Resident – Michael Moore, MD, Neurology
- Resident – Claire Morice, MD, Psychiatry
- Resident – Ovini Rodrigo, MD, Pediatrics
- Resident – Max Shannon, MD, Internal Medicine
- Resident – Lena Shay, MD, Obstetrics and Gynecology
- Resident – Emily Steen, MD, Surgery

8:45 – 9:30 | Admissions and student selection/ Financial aid and debt management counseling [ZOOM]

Participants:
- Blake Dalina, Senior Manager, Financial Aid
- Karen Johnson, MD, Associate Dean of Admissions
- Beth Lerman, MSEd, Bursar, Student Account Services
- Martha Mims, MD, Admissions Committee Co-Chair
- Lee Poythress, MD, Associate Dean of Student Affairs (Financial Wellness)
- Andrea Stolar, MD, Senior Associate Dean of Student Affairs (Visiting Students)
- Jesus Vallejo, MD, Associate Dean of Admissions, Diversity, Equity & Multicultural Affairs
- Latoya Whitaker, PhD, Registrar

9:30 – 9:45 | Break

9:45 – 10:30 | Academic, career, and personal counseling/Student Health [ZOOM]

Participants:
- Brianna Etoria, MBA, MA, Student Career and Academic Advisor, Academic Success Center
- Heather Goodman, MD, PhD, Director of the Student and House Staff Mental Health Service
- Toi Harris, MD, Associate Provost of Institutional Diversity, Equity, and Inclusion & Student and Trainee Services
- Melanie Jagneaux, JD, MBA, Ombudsman Director
- James Kelaher, MD, MPH, Director of Occupational Health Program/ Student Health
- Lindsey Minter, PhD, Director of Career Development Center
- Lee Poythress, MD, Associate Dean of Student Affairs
- Andrea Stolar, MD, Senior Associate Dean of Student Affairs
- Irvin Sulapas, MD, Learning Community Director
- Latoya Whitaker, PhD, Registrar

10:30 – 11:15 | Institutional diversity [ZOOM]
Participants:

**Biykem Bozkurt**, MD, PhD, Associate Provost of Faculty Affairs; Senior Associate Dean of Faculty Development

**Toi Harris**, MD, Associate Provost of Institutional Diversity, Equity and Inclusion & Student and Trainee Services

**Alana Newell**, PhD, Center for Educational Outreach

**Jesus Vallejo**, MD, Associate Dean of Admissions, Diversity, Equity & Multicultural Affairs

11:15 – 12:15 | Lunch Break

12:15 – 1:00 | Clerkship students [ZOOM]

Participants:

MS3 – **Olivia Hindera**

MS3 – **Tania Pena-Alfaro**

MS3 – **Bharath Ram**

MS3 – **Scott Rohren**

MS3 – **Benjamin Solder**

MS4 – **Amelia Khoei**

MS4 – **Joseph Pecha**

MS4 – **Courtney Sullivan**

MS4 – **Justin Vincent**

MS4 – **Jennifer Welch**

1:00 – 1:45 | Learning environment and student mistreatment [ZOOM]

Participants:

**Ellen Friedman**, MD, FACS, FAAP, Director of Center for Professionalism

**Toi Harris**, MD, Associate Provost of Institutional Diversity, Equity and Inclusion & Student and Trainee Services

**Nadia Ismail**, MD, MPH, MEd, Senior Associate Dean of Curriculum

**Melanie Jagneaux**, JD, MBA, Ombudsman Director

1:45 – 2:00 | Break

2:00 – 2:45 | Meeting with junior faculty [ZOOM]

Participants:

**Jonnae Atkinson**, MD, MS, Assistant Professor, FCM

**Kelli Barbour**, MD, MA, MS, Assistant Professor, OBGYN

**Aba Maame Coleman**, MD, Assistant Professor, OBGYN

**Weiwei Dang**, PhD, Assistant Professor, Molecular and Human Genetics

**Kyler Godwin**, PhD, MPH, Assistant Professor, Medicine – Health Services Research

**Tracilyn Hall**, MD, Assistant Professor, OBGYN

**Jenelle Little**, MD, Assistant Professor, Pediatrics

**Tamara Ortiz-Perez**, MD, Associate Professor, Radiology

**Jairo Barrantes Perez**, MD, Assistant Professor, Internal Medicine

**Jose Ribas Roca**, MD, Assistant Professor, Psychiatry

**Rayne Rouce**, MD, Assistant Professor, Pediatrics

2:45 – 3:30 | Institutional faculty issues [ZOOM]
Participants:

**Robert Anderson**, MBA, Executive Director of Faculty Affairs

**Biykem Bozkurt**, MD, PhD, Associate Provost of Faculty Affairs; Senior Associate Dean of Faculty Development

**Christie Lincoln**, MD, Chair of Faculty Senate

**Kristen Wade**, RN, MSN, Institutional Policy Committee Chair

**3:30 – 3:45 | Break**

**3:45 – 4:30 | Meeting with basic science department chairs [ZOOM]**

Participants:

**Peggy Goodell**, PhD, Chair, Department of Molecular & Cellular Biology

**Susan Hamilton**, PhD, Chair, Department of Molecular Physiology & Biophysics

**Brendan Lee**, MD, PhD, Chair, Department of Molecular & Human Genetics

**Martin Matzuk**, MD, PhD, Chair, Department of Pathology & Immunology

**Timothy Palzkill**, PhD, Chair, Department of Pharmacology

**Joseph Petrosino**, PhD, Chair, Department of Molecular Virology & Microbiology

**Paul Pfaffinger**, MD, (Interim) Chair, Department of Neuroscience

**Theodore Wensel**, PhD, Chair, Department of Biochemistry & Molecular Biology

**4:30 – 5:15 | Meeting with clinical chairs [ZOOM]**

Participants:

**Michael Belfort**, MD, PhD, Chair, Department of Obstetrics & Gynecology

**Hashem El-Serag**, MD, MPH, Chair, Department of Medicine

**Wayne Goodman**, MD, Chair, Department of Psychiatry

**Dick Kuo**, MD, Chair, Department of Emergency Medicine

**Eli Mizrahi**, MD, Chair, Department of Neurology

**Todd Rosengart**, MD, Chair, Department of Surgery

**Gordon Schutze**, MD, Interim Chair, Department of Pediatrics

**Roger Zoorob**, MD, MPH, Chair, Department of Family and Community Medicine
Wednesday, September 29, 2021

8:00 – 8:45 | Research/Medical student research opportunities/Academic environment [ZOOM]

Participants:
Mary Dickinson, PhD, Senior VP and Dean of Research
C. Michael Fordis, MD, Senior Associate Dean of Continuing Professional Development
Kirt Martin, PhD, Director of Student Office of Advancement in Research
Sharon Plon, MD, PhD, Director, M.D/Ph.D. Program
Lee Poythress, MD, Associate Dean of Student Affairs
Carolyn Smith, PhD, Dean of Graduate School of Biomedical Sciences
Andrea Stolar, MD, Senior Associate Dean of Student Affairs

8:45 – 9:30 | Library/Information Resources [ZOOM]

Participants:
Jimmy Clark, PhD, MBA, Executive Director for Academic Technologies
Brianna Etoria, MBA, MA, Senior Academic Services Associate, Academic Success Center
Sherita Love, PhD, Executive Interactive Instruction and Innovative Delivery Director
Lara Ouellette, Texas Medical Center Library Representative
Amy Sisson, Texas Medical Center Library Representative

9:30 – 9:45 | Break

9:45 – 10:15 | Team meets briefly with dean [ZOOM]

Participants:
Paul Klotman, MD, FACP, President, CEO & Executive Dean
Jennifer Christner, MD, Dean, School of Medicine