As requested, the following is a summary of the Emory School of Medicine DEI work over the past year.

1. Briefly describe the mission and vision of your area and how that mission supports our institutional educational goals. This description should also state how this mission supports the principles and values of diversity, equity, and inclusion at all levels of your unit (i.e., leadership, curriculum, degree offerings, faculty specializations, demographic profile). The One Emory four strategic pillars are foundational to these discussions as well.

The Emory School of Medicine (ESOM) office of Diversity, Equity and Inclusion (DEI) was formally established in July of 2020 as part of the ESOM’s deep commitment to continue building a diverse, equitable, and inclusive environment where faculty, learners, and staff thrive. The ESOM’s vision to reimagine medicine and be the leading institution with the highest standards in education, biomedical research, and patient care pushes us to pursue an environment that is diverse and inclusive through recruitment and retention, awareness and growing, professional advancement, and inclusive excellence. The ESOM’s DEI office is responsible for driving institutional goals around DEI, including program and policy development, awareness and education, research and innovation, and partnerships and engagement. Our DEI goals are grounded in four strategic priorities: 1) Awareness, Learning, and Growing; 2) Inclusive Culture and Climate; 3) Community Engagement; and 4) Research and Innovation. Our strategic priorities are in alignment with One Emory’s four pillars that include 1) Faculty Excellence 2) Academic Community of Choice 3) Innovation through Scholarship and Creative Expression and 4) Atlanta as a Gateway to the World. The ESOM DEI governance structure explicitly engages faculty, learners, and staff. Broad stakeholder engagement was leveraged to develop our strategic plan which emphasizes impact both internal and external to the SOM community.

2. Detail accomplishments and impacts (qualitatively and quantitatively) in DEI as it pertains to:
   a. Professional Development, Education and Awareness—advanced learning opportunities for administrators, faculty, staff, students, both formal and informal, that utilizes various modes of engagement that enhances knowledge, proficiency, skills and effectiveness in implementing and practicing the principles and values of diversity, equity, and inclusion.
Racism and Social Justice Webinar Series
As our nation and community faced pivotal moments of systemic and institutionalized racism, in June 2020, the ESOM launched a weekly webinar series on Racism and Social justice. The series explored opportunities to leverage national and local momentum to support intercultural fluencies and frank conversations through humble inquiry. The first of ten webinars, launched on June 19, 2020, was titled “Juneteenth: Giving Voice.” This webinar was the featured Juneteenth program for Emory University and had more than 900 participants from across the Emory community as well as regionally and nationally. The full series is archived on our website and includes topics such as bias in clinical decision making, inclusive leadership, anti-racism advocacy for structural and systemic change, being an authentic ally, and dismantling racism in leadership.

Anti-Racism Resource Guide
In conjunction with the Racism and Social Justice Webinar Series, the ESOM developed an anti-racism resource guide on the SOM website to support our collective education, engagement, and growth. Visitors can access a glossary of diversity, equity and inclusion terms, explore books, articles, videos, and other educational materials. This guide is periodically updated to include additional resources that are relevant to the subject matter at hand.

ESOM History Project
ESOM launched a project that outlines the history and timeline of the School of Medicine with a focus on key individuals who represent diversity, equity, and inclusion. Pivotal points in the school’s history that have impacted its growth and development in the area of diversity and inclusion are also highlighted. Phase 1 of the project was led by Emory University history students, who are former students of Emory’s historian, in partnership with a medical student in Emory’s Student National Medical Association (SNMA). Together, they researched and developed a timeline and narrative of noteworthy events on the local, regional, and national level that impacted African Americans from Emory’s founding in 1836. The research was transformed into a visual display that was a feature presentation at the Emory University School of Medicine’s celebration for the National Medical Association 125th Convention & Scientific Assembly in August 2020. We also want to ensure that in sharing the history, we are inclusive of all groups and communities to include, but not limited to: African American, Latinx, Native Americans, Asian American Pacific Islanders, LGBTQ, and women.

Black Men in White Coats
The Association of American Medical Colleges (AAMC) 2015 report “Altering the Course: Black Males in Medicine” revealed that the number of Black men enrolled in medical school decreased between 1978 and 2014. More recent AAMC data show marginal improvement with the percentage of Black men in medical schools increasing slightly since 2016. In response to and in honor of Black History Month 2021, the ESOM hosted a film screening co-hosted by Morehouse School of Medicine (MSM) featuring the Black Men in White Coats documentary followed by a panel discussion open to the Emory community. Black men make up less than 3% of physicians, which is cause for coordinated and
immediate action. The documentary dissects the systemic barriers preventing Black men from becoming medical doctors and the negative consequences on society at large.

**Bold Leaders Series**

This exciting new speaker series engages the ESOM community with forward-visioning leaders in a school-wide conversation and idea exchange on topics of leadership, wellness, diversity, equity, and inclusion. The inaugural event on January 13, 2020, featured Dr. Carol Henderson, vice provost for diversity & inclusion and chief diversity officer of Emory University. The 2020-2021 Bold Leaders Series includes topics on race and racism, workforce equity in academic medicine, trauma-inspired culture change, and resilient leadership.

- **January 29, 2021:** Julie K. Silver, MD, How Women in Academic Medicine Can Survive and Thrive During Tumultuous Times  
  In this lecture, Julie K. Silver, MD, examined the current state of women in academic medicine through the lens of gender equity, workforce wellness, and pandemic-related challenges. Dr. Silver described the 4 key gatekeepers in academic medicine and explain how addressing barriers for each one will accelerate progress overall for women and people across the gender spectrum who identify with underrepresented groups.

- **March 29, 2021:** Chip Souba, Jr., MD, MBA, ScD, The Resilient Leader  
  In this lecture, Chip Souba, Jr., MD, MBA, ScD, examined resilience as a fundamental organizational competency grounded in a healthy culture, in which organizational members naturally support and sustain one another. At a time when unpredictable, volatile change is the global norm, good leadership is arguably the most important organizational ingredient for ensuring performance but also member well-being.

**Unconscious Bias Education Program**

The ESOM continues to increase the number of its members who have participated in one of two facets of the Unconscious Bias Education Program: 1) a rigorous “train-the-trainer” certification program deployed in 2019 by the executive associate dean of FAALI to expand training capacity across the School of Medicine and Emory Healthcare; and 2) unconscious bias education sessions with senior administrative staff, search committee members for faculty and senior administrative positions, department administrators, program directors, and human resources representatives. Select educators and learner groups have also received unconscious bias training. To date, the ESOM has thirty-eight certified unconscious bias trainers and over 2,500 faculty, staff and learners have completed unconscious bias training through the ESOM program. The unconscious bias education program will be renamed to Implicit Bias Training under the new Actionable Education Initiative.

**Actionable Education Initiative**

Specific to the ESOM strategic priorities of Awareness, Learning, and Growing and Community Engagement, Dr. Sheryl Heron, Associate Dean for Community
Engagement, Equity, and Inclusion in consultation with the ESOM DEI leadership team created the Actionable, Educational Initiative (AEI). Within the AEI, there are 4 areas of focus including 1) History, 2) Implicit Bias Training, 3) Bystander/Upstander and 4) Antiracism. The AEI subcommittee committee members were charged with developing a series of recommendations to address these constructs by July 1, 2021. Subcommittee members included learners, faculty and staff who began their work in October of 2020 and submitted their recommendations to Dr. Heron. Dr. Heron shared the findings with the AEI executive committee with recommendations to be shared for reflection and thoughts by the ESOM community. The recommendations will be part of the SOM’s strategic initiative to plan, implement, and measure the ESOM’s progress towards achieving our vision for diversity, equity, and inclusion and community sense of belonging. This aligns with Emory University’s theme of Professional Development, Education and Awareness.

**URiM and Women Faculty Speakers Bureau**
As the ESOM advances towards equity, inclusion, and community engagement, we have created a speaker’s bureau specifically for our faculty who self-identify as Underrepresented in Medicine (URiM) and/or women. There are currently over ninety individual members in the database. The Office of Faculty Academic Advancement, Leadership, and Inclusion (FAALI) manages the database and speaker requests. The initiative includes providing speaker recommendations, tracking placed speakers, and evaluating the program including feedback from requestors related to the process and speaker.

**URiM Faculty Development Program**
The ESOM in collaboration with the Department of Medicine Diversity, Equity, & Inclusion Council with support from Health Resources and Services Administration offer a 5-month career development program for URiM faculty. This longitudinal program provides resources, information, and tools important for academic success. The course features didactic sessions from diverse speakers, experiential components, peer mentoring and an opportunity for networking. Participants are also paired with organizational leaders as coaches during this process.

b. **Climate and Culture** reflects the collective attitudes, beliefs, behaviors, and principles of faculty, staff, students, and administrators. Culture is demonstrated in our collective community of engagement, expressed in the values of community members and the ways they interact with and among each other, felt in the sense of belonging and the true investment in the well-being of each other. It is our authentic human connection. It is the ability to thrive and bring our whole selves with us each day in order to realize our truest and highest potential as individuals and as a collective.
DEI Strategic Plan
The DEI Leadership Team engaged the ESOM Strategic Initiatives team to help support the development of a diversity, equity, and inclusion strategic plan for the ESOM. In initial discussions with DEI leaders, the following guiding principles were identified for the strategic planning process:

1) Design a framework that creates intentionality in how we discuss and promote diversity, equity, and create an inclusive culture for our faculty, staff, and learners.

2) Ensure DEI are consistently understood, practiced, and embraced as principles across ESOM while promoting an environment to further awareness, learning, and growing.

3) Align ESOM’s DEI framework with those of other Emory constituencies (i.e., EU, WHSC) to strengthen one single voice for promoting DEI at Emory.

The strategic plan culminated in short, mid and long term goals that:

1. Promote and sustain a healthy and inclusive climate that provides a sense of authenticity and belonging for all community members to feel valued, supported, and fully engaged through equitable and accessible opportunities.

2. Design and implement an educational portfolio for learners, staff, and faculty that infuses principles and competencies of equity, cultural humility, antiracism, bias mitigation, and respect for all members of our community.

3. Intentionally integrate the principles of equity and inclusion in our interactions, spaces, policies, and practices to break down structural and systematic racism, homophobia, transphobia, gender inequities, and other barriers that impact marginalized groups. Holding leaders accountable for modeling inclusive behaviors, supporting, and driving DEI priorities.

4. Creating a clear sense of visibility and engaging the Emory community, alumni, Atlanta community, and regional institutional partners to promote equity (health, education, economic equity, and access to resources).

5. Commit institutional energy and resources, including infrastructure and programming, in order to create and sustain the long-term cultural and representational change necessary for the success of SOM journey from excellence to eminence to expand idea creation and stimulate discovery and innovation.

6. Be intentional and transparent in how we communicate, implement, and measure equity and inclusion initiatives/innovations- Celebrate accomplishments locally, nationally, and globally.

These goals will be shared and communicated to the SOM community in a webinar on August 24th for their reactions, reflections, and comments.
National Medical Association 125th Convention & Scientific Assembly
“Acknowledging our past. Empowering our future.” ESOM celebrated the National Medical Association 125th Convention & Scientific Assembly on August 2, 2020. The exhilarating and exciting celebration was under the theme Sankofa. In this spirit, we reflected upon Emory University’s and Emory School of Medicine’s African-American history with a goal to enhance ESOM’s engagement with ESOM African American alumni and current SNMA medical students.

MLK Community Service Awards
For over 20 years, the Rollins School of Public Health and the Goizueta Business School have honored the legacy of Dr. Martin Luther King, Jr. through the Martin Luther King, Jr. Community Service Awards Program. Since 2020, RSPH and Goizueta have partnered with the School of Medicine in this celebratory event. The 2021 awards celebration was centered on MLK Jr.’s quote- “Only in the Darkness, Can You See the Stars.” The 2021 awards recognized individuals and groups from the Emory Community for their outstanding and unparalleled response to the twin pandemics of COVID-19 and systemic racism.

Patient Bias Policy
Beginning May 2021, Emory Healthcare and the SOM partnered to create a policy to address patient/family/visitor bias and/or discrimination and harassment against healthcare professionals in the workplace. The goal of the policy is to establish guidelines that ensure an inclusive and respectful working environment for workforce members and patients while recognizing each patient as an individual with unique healthcare needs, values, and cultural perspectives. In July 2021, the policy was adopted by Emory Healthcare and joint plans for team training are ongoing.

2021 Juneteenth: The Rest of His Story with Dr. Marion Hood
In 1959, Dr. Marion G. Hood applied to Emory School of Medicine but was denied consideration for admission due to his race during a painful time of segregation in this country. Despite this obstacle, Dr. Hood went on to have a long and distinguished career in the field of gynecology and obstetrics. During a virtual celebration of Juneteenth, Emory School of Medicine formally apologized to Dr. Hood and invited him to share the rest of his story. His message of tenacity and resilience in the quest to be a physician inspired students, faculty, and staff.

Staff Recognitions Committee
The inaugural Staff Recognition Committee will serve as a community of twelve professionals from across the ESOM who will provide guidance to leadership regarding the enrichment of culture and staff recognition. Scope of work will include program building and delivery along with the development of potential awards and other formal means of recognition. The committee’s work is expected to enrich both the ESOM environment and core values regarding the critical role of staff in furthering our tripartite mission and overarching commitment to employee engagement, wellness, and diversity-equity-inclusion. The committee held their first monthly meeting on July 14, 2021.
**DEI & Wellbeing**
The link between DEI and well-being cannot be underscored. The SOM Well-Being Committee (WBC) led by Dr. Heron comprises learner, faculty, staff, and senior leaders in the SOM. As part of the continued work in the FAALI office, Dr. Heron has adeptly bridged the link between DEI and Well-Being in the WBC. The attention brought to the dual pandemics of Systemic Racism and Structural Racism was discussed during several of the WBC meetings with a moment of reflection added to the WBC meetings before the meetings begin. One of the outcomes for the WBC was a paper published in the journal of wellness purposely by women and women of color as authors inclusive of faculty, staff, and students.

**Partner Network of the Action Collaborative on Preventing Sexual Harassment in Higher Education**
The National Academies’ Action Collaborative on Preventing Sexual Harassment in Higher Education has launched a new partner network to engage higher education-focused organizations to share their work on preventing and addressing sexual harassment in the industry. Emory University is one of 13 organizations that has joined the partner network as an inaugural group. In July 2021, the ESOM’s abstract submission for *Creating and Sustaining an Inclusive Culture and Climate: A Robust Train-the-Trainer Bias Facilitation Program* was accepted for presentation at the 2021 Partner Network of the Action Collaborative on Preventing Sexual Harassment in Higher Education Public Summit.

**Affinity Recognitions**
To foster the celebration, validation, and respect of diversities with the EUSOM community, we established an affinity recognition calendar. Monthly programs and communications highlight affinity groups and celebrations among faculty, learners, and staff.

- Black History Month (February)
- Women’s History Month (March)
- Arab-American Heritage Month (April)
- National Asian American and Pacific Islander Heritage Month (May)
- LGBTQ+ Pride Month (June)
- National Hispanic Heritage Month (September)
- National Disability Employment Awareness Month (October)
- National Native American Heritage Month (November)

**Affinity Groups**
The ESOM formally sponsors faculty and staff affinity groups to enhance the ESOM work experience through networking, resource, professional development and support, and community engagement. In 2021, two new affinity groups were formed, including the African American Women Collaborative and LGBTQ+ Faculty Affinity Group. Further discussion has been with our AAPI community to consider the creation of an AAPI affinity group.

**Faculty Affinity Groups**
- [LGBTQ+ Faculty Affinity Group](#)
• African American Women Collaborative Faculty Affinity Group
• Emory Alliance for Women in Medicine and Science (EAWiMS)

Student Affinity Groups
• Emory Medical Alliance (EMA)
• Student National Medical Association (SNMA)
• Asian Pacific American Medical Student Association
• Latin American Medical Student Association
• Alliance of Health Professions

Diversity and Inclusion Award
Now in its sixth year, the ESOM Faculty Recognitions Committee, chaired by Nadine Kaslow, PhD, Professor of Psychiatry & Behavioral Sciences, continues to expand the recognitions and awards program. The Faculty Recognitions Committee established and oversaw the nominations for two new faculty awards including the School of Medicine Excellence in Diversity & Inclusion Award, which recognizes a faculty member for ensuring the school’s climate is inclusive and equitable and positively leveraging the varied attributes of diversity. The inaugural award was presented to Dr. Sheryl Heron at the 2018 Celebration of Faculty Excellence ceremony and the 2020 award was presented to Wendy Greene, MD (Surgery) and Jason Schnieder, MD (Medicine).

Community Engagement
In AY2020-2021, ESOM focused on strengthening its support for Emory partners, local diversity and inclusion initiatives, and national associations by sponsoring several community events.

Highlights include:
  o August 2020 National Medical Association Convention and Scientific Assembly. Sponsor.
  o January 2021 Emory Martin Luther King, Jr. Community Service Awards. Co-Sponsor with Rollins School of Public Health and Goizueta Business School.
  o March 2021 Lorretta Ross, Reproductive Justice is a Human Right. Co-Sponsor with Rollins School of Public Health.
  o April 2021 Autism Awareness Month. Co-Sponsor with Emory Autism Center.
  o ESOM Office of DEI and OMA are active participants in the Association of American Medical Colleges (AAMC) and American Medical Association (AMA).
  o ESOM DEI leaders are active participants in internal community engagement and partnerships (i.e. Alumni Engagement, University DEI Strategic Planning).
Bias Reporting
The ESOM is committed to providing all faculty, staff, and learners with an environment free from discrimination. To this end, we have developed a bias reporting document that outlines the ways to report discrimination and harassment in alignment with the Emory University’s Office of Diversity, Equity and Inclusion. This document will be designed into a one-page visual that will be on the ESOM website and available for distribution by department human resources and supervisors.

Search and Hiring Process
Emory strives to attract diverse faculty and staff talent who will contribute to the School of Medicine mission of fostering the highest standards in education, biomedical research, and patient care. Rooted in the third ESOM DEI strategic goal to intentionally integrate the principles of equity and inclusion in our interactions, spaces, policies, and practices to break down structural and systematic racism, homophobia, transphobia, gender inequities, ableism, and all other barriers that impact marginalized groups, the ESOM will develop a systematic, inclusive, and equitable recruitment and human resources lifecycle process that is transparent and embeds DEI into each step.

Faculty Dashboard
The ESOM Office of FAALI completed its 3-year strategic plan in September 2020. Essential to tracking the metrics of success for the initiatives within the strategic plan, a faculty dashboard will be designed and developed to guide and evaluate programs supporting the recruitment, retention, and successful contributions of approx. 3000 faculty of the SOM. Among the measures needed for tracking trends and data visualization are: percent of faculty by gender identity, sexual orientation, and self-identified race/ethnicity relative to rank, leadership positions, time to promotion, endowments, performance evaluations, start-up resources, retention efforts, and space allocation.

Faculty Salary Equity Project
Ensuring salary equity across US medical schools remains key to retaining talent and fostering an equitable culture and climate. In 2020, the School of Medicine launched a study of faculty salary data to determine potential salary inequity against faculty demographic categories. This study follows the 2019 AAMC Promising Practices for Understanding and Addressing Salary Equity at US Medical Schools report which provides tools for creating a study strategy.

Respectfully submitted,
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