



**Weill Cornell
Medicine**



Care.

Diversity and Inclusion



Teach.



Discover.

2018 – A Year in Review

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Message from the Dean

Diversity and inclusion are key priorities at Weill Cornell Medicine (WCM). We believe that fostering diversity in all its forms is the right thing to do, regardless of whether or not one identifies personally as a member of a particular group. It's also essential to achieving excellence in patient care, scientific discovery, and education in the 21st century.

As this Annual Report documents, 2018 was a transformative year for diversity and inclusion at WCM. Our strategic planning process incorporated diversity and inclusion as key strategic goals for our institution over the next decade. We named an inaugural Senior Associate Dean for Diversity and Inclusion, a position that reflects our firm commitment to strengthening our culture of equity and belonging.

We held our first Diversity Week in April, which featured a series of departmental grand rounds, an awards ceremony and reception to honor excellence in diversity, and many other seminars and activities. The keynote speaker was Dr. Hannah Valentine, Chief Officer for Scientific Workforce Diversity at the National Institutes of Health. That same month, the Cornell Center for Health Equity was launched with the Cornell Tri-Campus Health Equity Symposium, featuring Dr. David Satcher, the 16th Surgeon General of the United States and a national champion for health equity and diversity in academic medicine. In addition, the Dean's Diversity and Healthcare Disparity Research Awards and the Dean's Diversity Scholarships for medical students were established. Other milestones included the appointment of the first African American female department chair and the first African American female chief of breast surgery in our history.

The Travelers Summer Research Fellowship Program, one of our iconic student pipeline programs, celebrated its 50th anniversary. Between 1969 and 2015, 1,143 college students were recruited to this remarkably successful program. Of these, 61% were African American, and 27% were Hispanic. About 83% of participants entered medical school, with the vast majority of those individuals graduating.

Many of these accomplishments are featured in this first-ever Annual Report on Diversity and Inclusion. The gains made in 2018, while impressive, should inspire us to strive for even more progress. There is still more that can be done to advance diversity and inclusion at Weill Cornell Medicine and to make our institution more fully representative of the communities we serve.

A handwritten signature in black ink, appearing to read "Augustine M.K. Choi". The signature is fluid and cursive, with a small dot at the end.

Augustine M.K. Choi, MD
Stephen and Suzanne Weiss Dean
Weill Cornell Medicine
Provost for Medical Affairs
Cornell University



Said Ibrahim, MD, MPH, MBA



Rache Simmons, MD



Linnie Golightly, MD



Marcus Lambert, PhD



Elizabeth Wilson-Anstey, EdD

We are pleased to share with you the first-ever Annual Report on Diversity and Inclusion at Weill Cornell Medicine. The year 2018 was a seminal year for us as a community. As the Dean notes, there were several transformative events that took place. WCM was also proud to receive the *INSIGHT Into Diversity* Health Professions Higher Education Excellence in Diversity (HEED) Award, which is given to academic institutions that have demonstrated commitment to providing a strategic, holistic, and comprehensive approach to diversity, equity, and inclusion. The HEED Award recognizes WCM's achievements in creating a campus, programs, and policies that help ensure affirming spaces and experiences for students, faculty and employees of all backgrounds and cultures to live, learn, work, and grow together.

This Annual Report reflects our concerted efforts to advance diversity and inclusion at WCM, as guided by our institutional mission and values of Care, Discover, Teach. These pillars reinforce our belief in the cross-cutting value of diversity and inclusion across our mission, and further, our solemn obligation to each other as members of a broader community who strive to positively impact the world. The Annual Report outlines the tactical steps we took in 2018 to continually celebrate diversity and inclusion, build community, offer support and resources, and foster mentoring to achieve our strategic goals.

Truly achieving diversity and inclusion is a team effort. The ideals that these values represent are communal; therefore, measures to achieve them must be collective. It is with that in mind that we would like to thank all of our partners whose efforts underlie the achievements summarized in this report. We would also like to recognize our institutional leaders at Weill Cornell Medicine, Cornell University, and NewYork-Presbyterian (NYP), without whose unwavering support and commitment to diversity and inclusion none of this would have been possible.

With Warm Regards,

Executive Committee on Diversity and Inclusion

Organizational Structure

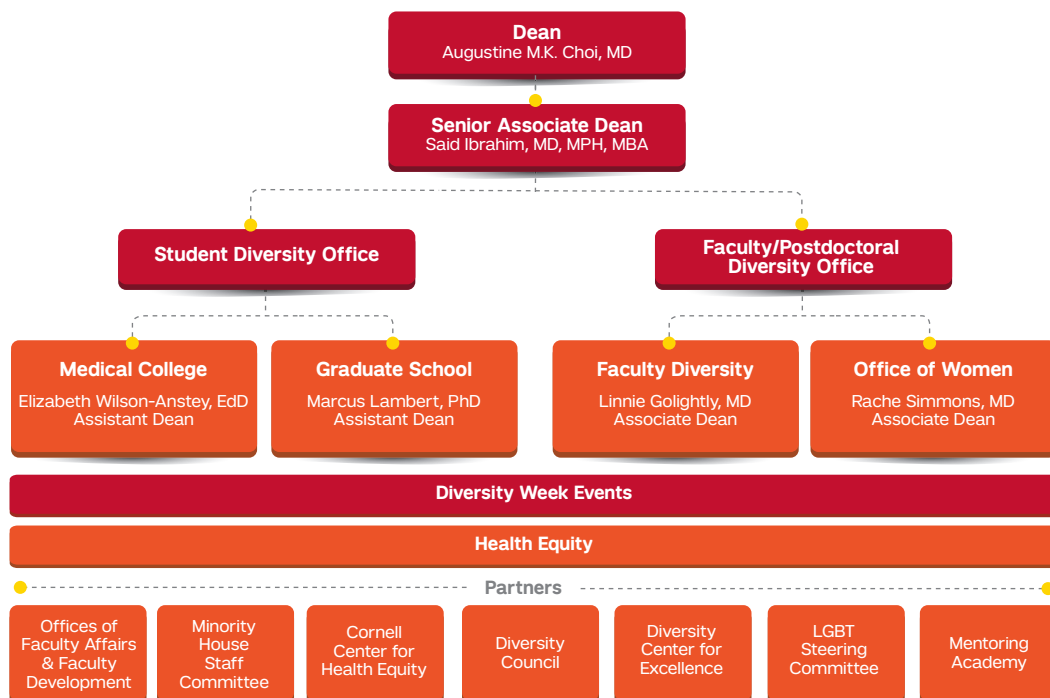
The mission of the Office of Diversity and Inclusion (ODI) is to foster an atmosphere in which individual characteristics are respected and where both differences and similarities are valued. Our goal is to create a collaborative working and learning environment for all.

The ODI includes two associate deans and two assistant deans. Dr. Rache M. Simmons, Associate Dean of Diversity and Inclusion, is a pioneering leader in gender diversity. Dr. Linnie Golightly, also Associate Dean of Diversity and Inclusion, focuses on enhancing initiatives to increase underrepresented minority diversity throughout our community and on strengthening linkages between programs at Weill Cornell Medicine, the Tri-Institutional campuses, Cornell University in Ithaca, and other institutions. Dr. Elizabeth Wilson-Anstey and Dr. Marcus Lambert, Assistant Deans of Diversity and Student Life, support our students and ensure that the needs of our diverse medical and graduate student populations are met.

In 2018, Dr. Said Ibrahim was appointed the inaugural Senior Associate Dean for Diversity and Inclusion. This position extends Dean Choi's commitment to

fostering and supporting diversity and inclusion. The Senior Associate Dean for Diversity and Inclusion is a member of WCM's senior leadership team and represents an essential component of the institution's mission, along with the heads of clinical care, research and education. By elevating diversity and inclusion to a "cabinet-level" position, Dean Choi demonstrates Weill Cornell Medicine's dedication to advancing diversity in leadership roles and more accurately reflecting the population of its surrounding communities. Dr. Ibrahim will identify opportunities for the ODI to unify and create synergies across the entire institution and its mission.

The ODI works closely with a number of strategic and institutional partners whose work enhances diversity and inclusion across various departments and programs. These partners collaborate with the ODI on cross-cutting initiatives such as Diversity Week.





The healthcare challenges we face as a society, including an aging population and a rapidly shifting system of delivery, demand all of the resources that we can marshal. We need people from all over the world, with different perspectives, different abilities, and different approaches, to help us discover new solutions.”

– Dean Augustine M.K. Choi



Vision, Mission and Strategic Goals

Building on Cornell University's history of openness to all, our efforts are inspired and guided by Dean Choi's vision of making WCM a leader in diversity and inclusion in academic medicine. The mission of WCM is to provide quality and evidence-based patient-centered care, to conduct innovative biomedical research, and to train the next generation of leading physicians and scientists. Excellence in these areas is achieved when multiple perspectives and approaches are incorporated to develop novel strategies. A diverse faculty and leadership, supported by an environment of equity and inclusiveness, is essential to fostering this rich variety of perspectives and approaches.

The ODI's strategic plan, which was developed in 2017, underlies our efforts. This collaborative endeavor identified key steps for meeting diversity and inclusion goals surrounding recruitment, retention and promotion, and novel programming to strengthen the institution's working and learning environment:

- **Uphold WCM as a leader in recruiting medical and graduate students from groups underrepresented in medicine (URiM)**
- **Increase the number of women and URiM residents and faculty members at WCM**
- **Increase women and URiM promotions/hires to professor, tenured professor, chair, and senior administrative staff/ leadership positions through recruitment and the development of internal talent**
- **Build a stronger sense of community among women and URiM individuals at WCM and with Tri-Institutional partners**
- **Track diversity progress and measure effectiveness of programs and initiatives through annual reviews**
- **Modify and improve programs by implementing new strategies based upon annual review results**
- **Increase institutional support, staff and space to enhance recruitment and retention activities that promote diversity at WCM**
- **Offer diversity education opportunities and resources to students, residents, faculty, and staff**
- **Promote and publicize WCM diversity accomplishments internally and nationally**

Faculty

The State of Diversity and Inclusion at WCM

As we ramp up our efforts to build a diverse and inclusive academic community, it is important to reflect and take stock of where we are today. This section features statistics related to diversity and inclusion at WCM that will help us to understand our current position in relation to national benchmarks, track our progress in the future, and identify challenges that require focused attention.

At the end of 2018, there were a total of 2,589 full-time academic positions at WCM. Of these, 1,825 were faculty, 461 were fellows and postdocs, and 303 were other academic professionals. The breakdown of the faculty by race shows 8% URiM faculty. About 45% of faculty are female, and 55% are male. **Overall in 2018 the percentage of URiM academic positions increased from 7% to 8%. The percentage of female faculty also increased from 44% to 45% in the same period.**

Academic Composition

Academic Composition	Full-time	Part-time	Other	Total	% of Total
Faculty	1,825	153	353	2,331	72%
Fellows & Postdocs	461	1	54	516	16%
Academic Professionals	303	15	85	403	12%
Total	2,589	169	492	3,250	100%
% of Total	80%	5%	15%	100%	

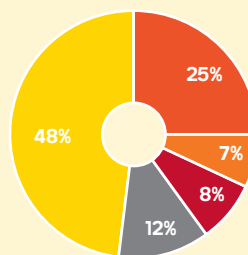
Based on department where WCM primary appointment is held, affiliates were excluded. Other employment status includes sessional, voluntary, and other employment.

Students

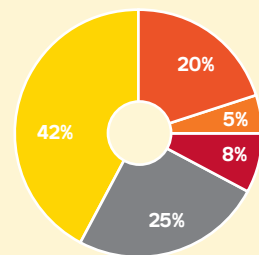
The diversity of WCM's student body parallels national averages, as reported by the Association of American Medical Colleges (AAMC) in 2018.^{1,2} The breakdown of the MD and MD-PhD students by race in 2018 shows that URiM students made up at least 15% of the student body; 7% of the medical students were Black and 8% were Hispanic. Also in keeping with national trends, women made up the majority of WCM medical students; 52% of matriculants were women, a 5% increase from 2017. Our graduate school statistics are similar.

Students by Race/Ethnicity

Key ■ Caucasian ■ Asian ■ Black ■ Hispanic ■ Other



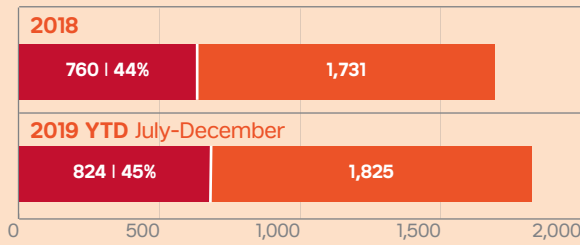
MD & MD-PhD Programs



Graduate School

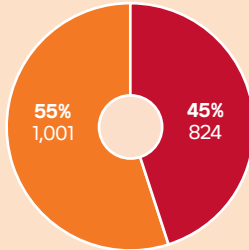
Female Faculty 2018 vs. 2019

Key Females Total Faculty



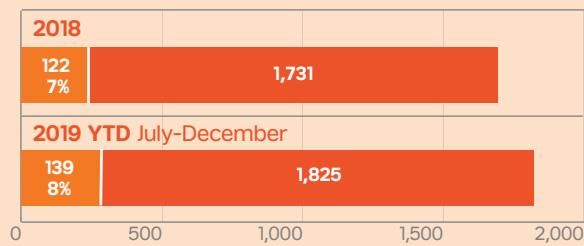
FT Faculty by Gender

Key Male Female



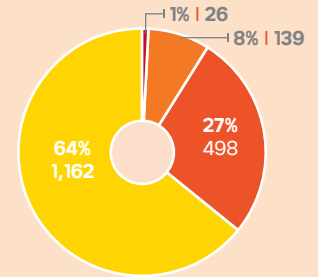
URiM Faculty 2018 vs. 2019

Key URiM Faculty Total Faculty



FT Faculty by Race/Ethnicity

Key Caucasian Asian URiM Other

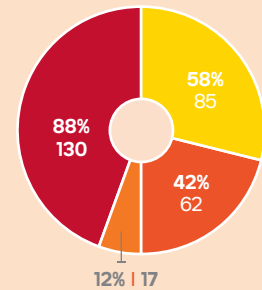


"Other" race category include those with two or more races and those whose race is unknown.

Encouragingly, during the last half of 2018, there were 147 brand new faculty hires to WCM. Of the new hires, 17 (12%) were URiM faculty. 85 (58%) were female, and 62 (42%) were men.

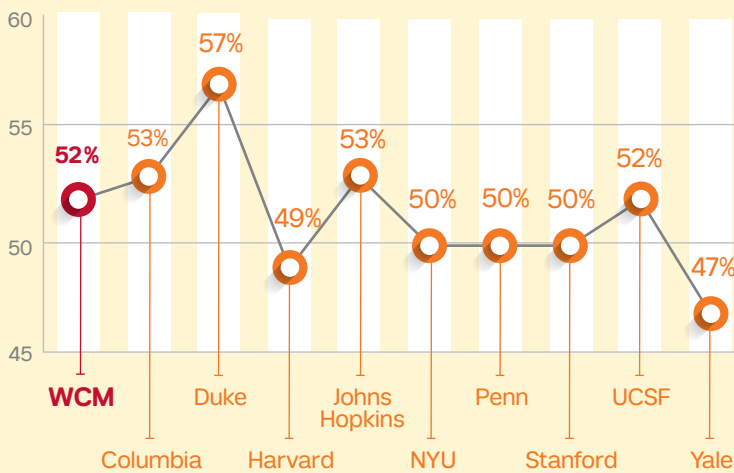
Diversity of New Faculty Hires

Key Female Male URiM Non-URiM

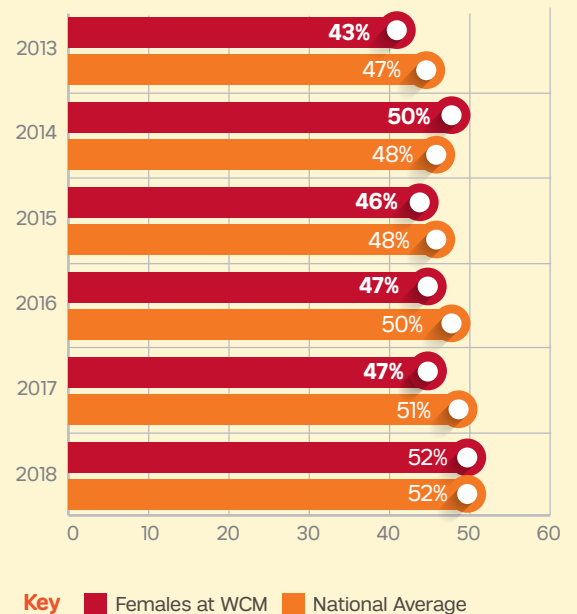


Women at WCM

WCM vs. Competing Medical Schools



WCM vs. National Average by Year



Care.



Of all the forms of inequality, injustice in health care is the most shocking and inhumane."

— Martin Luther King, Jr., 1966

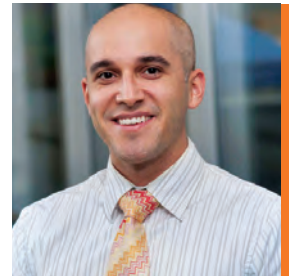
Today, the United States spends about 18% of its Gross Domestic Product on healthcare, yet health outcomes at every stage of the US population's lifespan fall behind other developed countries. Marked variations in outcomes by race, gender, geography, and wealth remain, in part driven by social determinants of health. By the year 2050, half of individuals residing in the US will be of a racial background other than Caucasian. At the population level, healthcare disparities in the US alone cost an estimated \$309 billion annually. The difference in life expectancy between the most privileged members of society and those from disadvantaged backgrounds averages about 15 years.

The National Academy of Medicine, the National Medical Association, the Association of American Medical Colleges, and the American Medical Association all recommend diversifying the healthcare profession as an important strategy to address disparities in healthcare.³⁻⁶ African Americans comprise about 13% of the US population but only 4% of physicians and less than 7% of recent medical school graduates. A recent National Bureau of Economic Research Working Paper, "Does Diversity Matter for Health," reported findings from a randomized controlled trial that suggest African American doctors could help reduce cardiovascular mortality by 16 deaths per 100,000 per year because trust leads to increased preventive care — in this case, to a 19% reduction in the African American-white male gap in cardiovascular mortality.

At WCM, we strongly believe that diversity and inclusion are not only the right things to do, but also lead to improved care for all patients and to reductions in healthcare disparities. A critical first step in validating and leveraging the wide-ranging experiences of our faculty, staff, administrators, and students is to create opportunities to explore and support the manifold identities and perspectives of WCM's community. This section highlights several key initiatives and events that enable WCM to continually develop and recognize individuals' strengths and talents, and in turn, to improve the quality of patient care.

Nelson Sanchez, MD and Weill Cornell Medicine's LGBTQ+ Steering Committee

In 2012, Weill Cornell Medicine's LGBTQ+ Steering Committee was formed to develop a supportive institutional climate for lesbian, gay, bisexual, transgender, queer, other sexual and gender minorities, and community allies (LGBTQ+), including faculty, staff, students, and patients. This inclusive climate encompasses professional development, community outreach, clinical education, LGBTQ+ health-related research, and the implementation of best clinical practices for LGBTQ+ patients.



Since its inception, the committee has made numerous accomplishments that impact patient care and clinical education. Chaired by Dr. Nelson Sanchez, it educates faculty and trainees through campus-wide presentations and trainee-designed curricula that address LGBTQ+ patient needs. It also developed a medical student elective designed to provide trainees with protected time to complete LGBTQ-related health education and research projects. In addition, WCM hosts the annual National LGBT Health Workforce Conference®, started in 2013 by Building the Next Generation of Academic Physicians, where national leaders in LGBTQ+ education, leadership, and clinical care share best practices with diverse participants.

In 2014, committee members worked with institutional leadership to introduce sexual orientation and gender identity data fields in the electronic medical record system. This data will be used to assess health disparities and quality metrics among LGBTQ+ patients and will ultimately impact health outreach to mitigate community health disparities. Additionally, in the spring of 2019, WCM medical students are leading the opening of a mental health clinic that provides free services to LGBTQ-identified patients.

Opportunities abound for the WCM community to come together and make connections beyond medicine at mixers hosted by the Office of Diversity and Inclusion, LGBTQ+ Steering Committee, and Women's Residents group, in addition to celebrations for Women in Medicine Month. In 2018, numerous additional events brought together leading physicians, scientists, and WCM members to share insights and discuss personal and professional issues.



Breaking Bread Dinners

Breaking Bread Dinners combine a shared meal and a platform for open dialogue on unique life experiences surrounding race, gender, sexual orientation, social issues, or current events, among other topics. The format was developed by Dr. Renee Alexander, Associate Dean of Students at Cornell University, who facilitated a dinner on LGBTQ+ inclusion at WCM. Following the Breaking Bread Dinner model, Dr. Joy D. Howell, Vice Chair of Diversity in the Department of Pediatrics, hosted a Diversity Town Hall attended by faculty, staff, and residents in Pediatrics, which featured an exploration of microaggressions in medicine. In addition, Dr. Howell and Dr. Linnie Golightly, Associate Dean of Diversity and Inclusion, represented WCM in a joint presentation with Dr. Alexander at the AAMC Group on Diversity and Inclusion's 10th Anniversary Meeting. The workshop, "Breaking Bread: An Interactive Forum to Discuss Difficult Topics," provided participants with the opportunity to develop a Breaking Bread session for their own institutions.

Women Physicians of NYP

The Office of Women established the Women Physicians of NYP in 2018, working closely with Dr. Laura Forese, Executive Vice President and Chief Operating Officer of NewYork-Presbyterian. Dr. Rache Simmons, Associate Dean of Diversity and Inclusion,



and Dr. Forese serve as Co-Chairs of this group, which held its inaugural symposium at the New York Academy of Medicine on September 12. This innovative symposium attracted nearly 300 women faculty, residents and students from all NewYork-Presbyterian campuses and consisted of multiple lectures, panel discussions, and breakout sessions. Topics highlighted at the symposium included negotiation, professional development and mentoring, the promotions process, finances for women, equity in the workplace, and wellness and work-life balance. The Women Physicians of NYP also hosted several networking and learning events to foster inclusion and social connection among women physicians at WCM and NYP on topics such as "Helping Others, Helping Ourselves – Avoiding Burnout in the Workplace" and "Microaggressions."



Women in Global Health

The Women in Global Health Research Initiative seeks to empower and support women working in the field of global health research. Its primary goals are to address the gender gap in global health leadership, spearhead women's health research, foster mentoring networks for women in medicine, and support women in achieving balance in their careers and personal lives. Initiatives such as this have the potential to improve care for patients globally.

Black & Latino Men in Medicine (BLMiM)

The annual BLMiM Conference hosted keynote speaker Archie Ervin, PhD, Vice President and Chief Diversity Officer at the Georgia Institute of Technology and President of the National Association of Diversity Officers in Higher Education, who had the opportunity to network with students, residents, fellows, postdocs, faculty, and administration from the region. The conference sought to develop strategies to increase Black and Latino representation in healthcare, medicine, and science.

In collaboration with the Weill Department of Medicine, ODI co-sponsored the BLMiM symposium, "Closing the Representation Gap," a daylong event that brought together over 150 students, faculty and staff from the NYC metropolitan region to address the shortage of men of color in academic medicine. In addition, a collaboration between BLMiM and the New York Weill Cornell Medical Center Alumni Council brought to campus Dr. Damon Tweedy, author of *Black Man in a White Coat*, who shared his reflections on the intersection of race and medicine.



Native American Heritage Month

WCM celebrated its first Native American Heritage Month and welcomed Native American scholars Andrea Garcia, MD, MS and Monique Castro (Diné/Xicana), who presented their review of the *Social and*



Structural Determinants of Urban American and Alaska Native Health. Dr. Garcia and Ms. Castro discussed the history of Native Americans in the 20th century and the relationship between American Indian/Alaska Native identity and healthcare. WCM was charged with the goal of recognizing that it stands on the traditional homelands of the Lenape people, information that may be acknowledged at the beginning of lectures to spread awareness (native-land.ca).

Personal Stories

Watering My Garden Sister Circle, an initiative facilitated by 2018 Pioneer in Diversity Award recipient, Sharon Brooks, MS, of the Office of Student Life, offers a "safe space for self-identified Black and/or Latinx and/or Indigenous women of all professional backgrounds to share, explore, learn and grow with one another." Female physicians and other professionals are invited to share their stories with the WCM community to create dialogue about personal and professional identities, values, perceptions of minorities in the field, and challenges facing women in medicine. The Quarterly Seminars in Diversity is another series created to highlight stories of diversity in medicine. Jeanette Brown, MS, a pioneering organic chemist and champion for underrepresented groups in STEM, shared her story at the inaugural seminar.

Departmental "Diversity Champions" are valued partners with the ODI. These faculty advocates work with department chairs and division chiefs to recruit, retain and promote women, URiM, and LGBTQ+ faculty, to facilitate coordination across departments, and to provide a departmental voice and insights on the Weill Cornell Diversity Council.



Discover.

Expanding the diversity and number of well-trained physicians and scientists working across disciplines is essential to better understand and address the impact of biology, social determinants, and other barriers to health equity nationally and globally. However, increasing the number of URiM trainees committed to careers in the biomedical sciences remains a significant challenge. Relatively fewer URiM scientists compete successfully for funding by the National Institutes of Health (NIH) to support their career development. Efforts to increase the workforce of URiM physicians and scientists have not been entirely effective for a number of reasons, including an inadequate pool of well-trained URiM students at the pre-and post-doctoral levels, inconsistent funding for science enrichment programs, and failure to reach URiM scientists early in their careers to expose them to role models and mentors.



A research project led by Dr. Marcus Lambert and a team of co-investigators (Martin Wells from Cornell University, Ithaca campus and Matthew Cipriano, Jacob Sneva, Juanita Morris and Linnie Golightly at WCM) posits that decreased academic career interests among

URiM trainees may also be a factor.” In examining the career goals of nearly 1,300 biomedical postdocs by gender and underrepresentation, Dr. Lambert and co-investigators found that women held significantly

lower expectations regarding their research outcomes ($p < 0.001$) and research self-efficacy ($p < 0.001$) than men. Increasing research self-efficacy was a significant predictor for increasing first-author publication rates for women but not for URiM postdocs. URiM postdocs were found to already have slightly higher research self-efficacy ($p < 0.05$) than well-represented (non-URiM) postdocs, despite a lower first-author publication rate ($p < 0.01$). This study shows that while perceptions around the grant funding climate and job prospects are influential factors, the likelihood of postdocs choosing an academic research career increases as financial security, mentorship from their principal investigator, and research self-efficacy increase. Thus, interventions designed to increase faculty diversity should consider supplemental training and support that help to overcome systemic barriers and minimize financial risk for postdocs. The career enhancement of URiM trainees at higher educational levels is achievable through a sustained effort to maximize exposure to learning opportunities, to promote interactions with seasoned mentors, and to foster the development of supportive academic networks.

Through collaborative and innovative research, like that of Dr. Lambert and his team, as well as through programming and advocacy, WCM is contributing to an enhanced understanding and appreciation of the value of different perspectives and the need for gender equity in the academic medical workforce.



The Cornell Center for Health Equity is a perfect reflection of our land-grant mission to develop and disseminate knowledge for the public good. It also aligns with our focus on leveraging the strengths of our upstate and downstate campuses through collaborations that yield high-impact research, educational opportunities and benefits for local, national and global communities.” – Cornell University President Martha E. Pollack

Cornell Center for Health Equity

In March 2018 Weill Cornell Medicine and Cornell’s Ithaca campus established the Cornell Center for Health Equity. Co-directed by Dr. Monika Safford, chief of General Internal Medicine at Weill Cornell Medicine, and Dr. Avery August, an immunologist and Vice Provost for Academic Affairs at Cornell University, the center works with organizations and providers deeply engaged in their communities, including caregivers and local health centers, to better understand why health outcomes vary among demographic groups and generate new evidence to eliminate such differences. The center will be home to investigators who analyze the role of policy, societal biases, socioeconomic status, educational attainment, healthcare providers, and the home and family environment in overcoming disparate health outcomes and unequal healthcare access and quality among minority communities.

The center supports cross-disciplinary biomedical research projects aimed at improving patient care in disadvantaged minority communities. Examples include studies identifying and promoting treatment of cardiovascular diseases in Haitian communities in NYC; projects engaging with underrepresented communities, such as Afro-Caribbean and Spanish-speaking communities, to motivate residents to participate in screening for common cancers, especially for those of higher prevalence in African-descent communities; and projects such as “Strong Hearts, Healthy Communities,” which evaluates a six-month cardiovascular disease



risk-reduction program for overweight or obese women who are sedentary.

The center also provides students in New York City and Ithaca the opportunity to conduct research and work alongside fellow scientists and role models for minority students and researchers across the two campuses. Undergraduate students on the Ithaca campus, including those from backgrounds who are underrepresented in medicine, will be able to conduct research on health equity. The center was launched in April with the Cornell Tri-Campus Health Equity Symposium, which featured keynote speaker Dr. David Satcher, the founding director and senior advisor to the Satcher Health Leadership Institute and the 16th Surgeon General of the United States.

Dean's Diversity & Healthcare Disparity Research Awards

The ODI helped to establish the Dean's Diversity & Healthcare Disparity Research Awards, which support projects that seek to improve the health of women or underrepresented minorities or to reduce health disparities. Faculty, trainees, and students received awards totaling \$200,000 and were invited to present their projects during WCM's inaugural Diversity Week.



Medical/Graduate Student Awardees

Yoshiko Toyoda & Rachel Umans

Resident Awardees

Peter Kennel, Lauren Kelly, & Robert White

Fellows/Postdoc Awardees

Elizabeth Luth, Fontasha Powell, & Mavee Witherspoon

Faculty Awardees

Jessica Ancker, Jennifer Downs, Erica Phillips, & Laura Pinheiro



Kellen Grants

Through a generous gift from the Anna-Maria and Stephen Kellen Foundation, the Kellen Junior Faculty Fellowship Program at Weill Cornell Medicine provides support to outstanding junior female faculty at the instructor or assistant professor levels, with the goal of helping them to establish a scientific track record leading to success in research and promotion to a higher rank. Up to five faculty who have at least 50% protected time for either basic or clinical research receive one-time, non-renewable grants of \$50,000.

Suzanne Cloonan, PhD

Assistant Professor of Biochemistry in Medicine

Proposal Title

The "Ironome" of alveolar macrophages and immunometabolic response to infection

Francesca Khani, MD

Assistant Professor of Pathology and Laboratory Medicine

Proposal Title

Characterizing the molecular landscape of intra-ductal carcinoma of the prostate to understand its association with poor prognosis

Jyoti Shanti Mathad, MD

Assistant Professor of Medicine

Proposal Title

The impact of gestational diabetes and HIV on the immune response to M. tuberculosis

Anna Orr, PhD

Assistant Professor of Neuroscience, Feil Family Brain and Mind Research Institute

Proposal Title

Astrocytic mGluR3 and Gi/o-coupled signaling enhance memory and modulate neuronal gene expression required for neural plasticity

Elena Piskounova, PhD

Assistant Professor of Cell Biology in Dermatology, Department of Dermatology and Meyer Cancer Center

Proposal Title

Exploring the metabolic switch between nascent and established metastases

Tri-Institutional Minority Society (TIMS)

The Tri-Institutional Minority Society (TIMS) held its 3rd annual poster celebration for the Summer Scholars Research Program. Led by WCM Graduate School PhD students Laura Menocal and Rudy Jacquet, the program brings undergraduate minority students to laboratories on campus for 10 weeks and provides mentorship and career guidance. TIMS consists of students, administrators, researchers and faculty from The Rockefeller University, Memorial Sloan Kettering Cancer Center, and Weill Cornell Medicine. Activities include organizing educational outreach, professional development, networking programs, and providing social opportunities to foster community across all three campuses.



Innovative URIM Scientists

The Office of Diversity and Inclusion hosted prominent minority physician-scientists and researchers to share their innovative work and experiences with our community. Faculty research dinners featured the work of Dr. Romulo Hurtado, Assistant Professor of Cell and Developmental Biology Research in Surgery, who spoke about "Upper urinary tract pacemakers activity: An lh funny current coincidence," and Dr. Lincoln Edwards, Instructor in Neuroscience, who presented "Glioblastoma: The new paradigm."



Conference Highlights

Members of the WCM community presented their research and ideas at conferences highlighting diversity and inclusion in medicine. WCM physician-scientists and staff presented at the 2018 LGBT Health

Workforce Conference in New York, the AAMC's Group on Diversity and Inclusion in Chicago, the NIH Broadening Experiences in Scientific Training Meeting in Maryland, and the National Medical Association Annual Convention in Florida. WCM was well represented with



attendees at the National Hispanic Foundation Gala and the Advocacy in Medicine Conference in collaboration with the New York Academy of Medicine.

The research contributions of WCM to diversifying academic medicine were recognized. As just two examples; Dr. Romulo Hurtado was awarded a grant by the National Institute of Diabetes and Digestive and Kidney Diseases for his project, "Live imaging analyses of the mechanisms required for coordinated urinary tract peristalsis in lower-order and higher-order mammalian species." Work by Dr. Laura Riley, Chair of the Department of Obstetrics and Gynecology, and colleagues on "Institutional responses to harassment and discrimination in obstetrics and gynecology" was published in *Obstetrics and Gynecology*.


All of Us

Members of the WCM community promote programs designed to speed up medical breakthroughs and learn about our individual differences towards more personalized treatment approaches.



For example, in May 2018, the All of Us program invited community members to a launch event at Abyssinian Baptist Church in Harlem. The All of Us program aims to enroll one million people across the country to help build one of the world's largest and most diverse databases for health research. Dr. Said Ibrahim, Senior Associate Dean for Diversity and Inclusion, Dr. Francis Collins, NIH Director, and Dr. Dara Richardson-Heron, NIH Chief Engagement Officer, were among the speakers invited to convey the importance of participants as partners in research and the need for data resources to reflect the rich diversity of the United States.

Teach.



While I was in the program, I applied to medical school. I received amazing advice from the program assistants regarding the application. Being in the program and seeing physicians who looked like me motivated me throughout the process."

— Travelers Summer Research Fellowship Program alum

Diversity in medicine is critical to the national effort to achieve equity in healthcare. Yet, increasing student diversity remains challenging. For example, according to the AAMC, between 1997 and 2017, the number of African Americans enrolled in medical school dropped by 30%. African Americans represent about 14% of the US population, but only 4% of medical doctors; Hispanics and Latinos represent 17% of the US population, but only 4% of medical doctors; American Indians represent about 2% of the US population, but less than 0.4% of the physician workforce.^{7,8} At WCM, teaching and training the next generation of physicians and scientists is central to our mission. We recognize the importance of programs that feed the pipeline to scientific and medical careers. In 2018, diversity and inclusion initiatives helped to strengthen WCM's legacy of top medical and graduate education, as well as its commitment to supporting trainees and faculty of diverse backgrounds and all genders to advance in their careers.



Travelers Summer Research Fellowship Program (T-SRF) 50th Anniversary

2018 marked 50 years that this iconic pipeline program has given premedical students deeper insights into the field of medicine and issues that affect the health of traditionally underserved groups. Under the supervision of faculty, students gain firsthand laboratory or clinical research experience on how to pursue specific research problems. This opportunity exposes participants to research at a medical center and provides them with knowledge and skills that can be applied to any area of medicine. A lecture series

explores topics such as cardiovascular disease, issues of concern in the daily life of minority physicians, and the provision of health care to minority communities. Students receive information on the medical school admissions process and counseling on financial planning and aid.



In 2018, there were 231 applicants to the T-SRF program and 25 participants. Three fellows came from Historically Black Colleges and Universities, and a total of 19 colleges (9 public and 10 private) were represented.

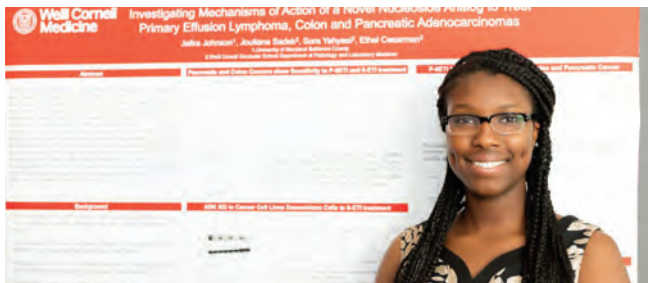
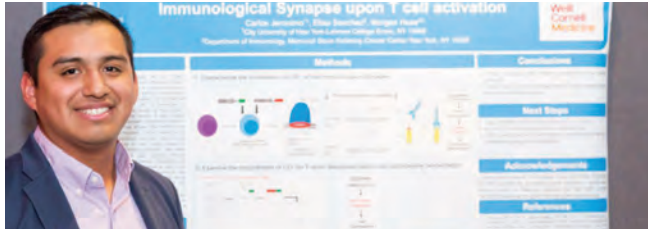
On October 28th, approximately 200 alumni and guests including former program directors Drs. James L. Curtis, Bruce Ballard, Carlyle Miller, and Joseph Murray attended the 50th Anniversary celebration. Dr. Curtis, the first director of the program, delivered the keynote address, "Celebrating 50 Years of Affirmative Action in Medicine at Weill Cornell Medicine." Dean Augustine M.K. Choi, MD, gave the welcome address and honored Dr. Elizabeth Wilson-Anstey, Assistant Dean of Diversity and Student Life and a champion of diversity at WCM for more than 40 years, with an annual lecture in her name to be held during Diversity Week. A cocktail reception capped off the evening, providing the opportunity to reunite those who have benefited from the program and to share those benefits with the next generation of URiM students.



Two WCM pipeline programs celebrate milestones in 2018 to continue providing access to STEM education.

ACCESS Summer Internship Program

The ACCESS Summer Internship Program for PhD students celebrated its 25th anniversary in 2018. To date, the program numbers 261 alumni, including individuals from traditionally underrepresented groups in research careers in the sciences, social sciences and humanities, people with disabilities, and individuals



from disadvantaged backgrounds. Since its inception in 1993, undergraduate students have been given the opportunity to improve their understanding of modern biology and medical research through hands-on experience in biomedical research labs.

Gateways to the Laboratory

Gateways to the Laboratory, a pipeline program which serves as a model for how to increase the national pool of competitive URiM MD-PhD applicants, celebrated its 25th anniversary in 2018. This summer program for URiM and disadvantaged college students who wish to pursue the combined MD-PhD degree, was the first of its kind in 1993. Each year since, 15 students



embark on a 10-week intensive journey, learning about the challenging and rewarding road of becoming a physician-scientist. Participants work independently on a research project and have on-going mentorship with a current MD-PhD student (a “Big Sib”), as well as with the Program’s leadership. The Gateway program has a lively and engaged alumni network of future leaders in biomedical research and academic medicine.



Observing a lack of diversity in the biomedical sciences, leaders at Weill Cornell Graduate School of Medical Sciences recognized early on the need to expose students who are underrepresented in science to the best training environments. The ACCESS program not only provided that exposure but also summer stipends, housing, personal advising, and a range of graduate school preparatory workshops. It makes me very proud to be a part of this 25-year legacy of access, opportunity, and mentorship.”

– Dr. Marcus Lambert, ACCESS Program Director and Assistant Dean Diversity and Student Life

Pipeline programs continued the tradition of fostering the future of medicine at WCM.

In partnership with Cornell University in Ithaca, 2018’s Weill-Ithaca Summer Experience in Research (WISER) program hosted 6 undergraduate researchers mentored by WCM faculty in Neurology and Obstetrics and Gynecology, among others.



WCM Diversity Center of Excellence

WCM was awarded a four-year, \$2.7 million grant from the Health Resources and Services Administration (HRSA) to establish a Diversity Center of Excellence dedicated to increasing the number of minority physicians in academic medicine. The HRSA, an agency of the U.S. Department of Health and Human Services, is administering the grant through its Centers of Excellence program. Established in 1991, the program supports health professions schools that strive to train and retain underrepresented minority students and faculty. Weill Cornell Medicine is one of only 19 graduate schools across the country, and the only medical school in New York State, to receive the grant. The Diversity Center of Excellence will operate under the auspices of the Cornell Center for Health Equity, with Dr. Susana Morales, Vice Chair for Diversity in the Weill Department of Medicine, and Dr. Monika Safford as co-principal investigators of the grant. Using a longitudinal approach, the center will seek to nurture minority talent at all career levels. Center leaders plan to expand Weill Cornell Medicine's middle school, high school and undergraduate pipeline programs with the goal of doubling the number of minority medical school applicants within three years.



Celebrating Our Students

The academic milestones of WCM students were celebrated at various events in 2018. Students for Equal Opportunity in Medicine (SEOM) – On April 19th, 15 accepted URiM medical students attended the annual dinner hosted by SEOM on the evening before Revisit Weekend. Approximately 35 WCM students, residents and faculty were also present at the event, including representatives from the Asian Pacific American Medical Student Association, Association of Native American Medical Students, Latino Medical Student Association, Q! Queer Health Alliance, South Asian Medical Students' Association, and Student National Medical Association. The SEOM also hosted its Annual Senior Toast on May 14th to celebrate graduating medical students. In addition, ODI and the Office of

Student Life & Diversity co-hosted the New Student Diversity Mixer on August 20th in the Griffis Faculty Club to welcome new medical and graduate students on campus.



National Hispanic Health Foundation Scholarship Gala

With support provided by the Office of External Affairs, WCM faculty, students, and residents attended the annual National Hispanic Health Foundation Scholarship Gala. Proceeds from the Gala fund scholarships for Hispanic students committed to pursuing careers in health care. Dr. Susana Morales was honored as a 2018 Hispanic Health Leadership Awardee.





There's no better feeling than being recognized by your own institution for doing with passion and humility the work dedicated to serve the poor and underprivileged."

— Dr. Jean William Pape, Recipient of the Inaugural Joan and Sanford I. Weill Exemplary Achievement Award and the founding director of GHESKIO, which is believed to be the world's oldest clinic dedicated to treating, studying and preventing the HIV virus.

Awards recognized outstanding efforts to promote diversity and gender equity.

The annual Pioneers in Diversity Awards recognized the ongoing efforts of WCM members to strengthen diversity and inclusion initiatives on campus:

- The Ida Sophia Scudder, MD Award for Excellence in Public Service recognized *Rolake Alabi* and *Eric Kutscher (MD-PhD and MD students, respectively)* for their significant contributions in the field of community service and providing care to the underserved.
- The Bruce Laine Ballard, MD Award for Excellence in Mentorship recognized *Dr. Anthony Ogedegbe* as a faculty member who demonstrates a commitment to improving student life and to fostering a nurturing and supportive environment where students are able to thrive and succeed.
- The Administrative Staff Award recognized *Sharon Brooks* for her embodiment of the spirit of cultural diversity and service. This award honors staff members who have gone beyond the call of duty to make sure the environment is inclusive, engaging and welcoming, and whose efforts may often go unnoticed.
- The Louis Wade Sullivan, MD Award for Excellence in Public Health Advocacy honored internal medicine resident *Dr. Maurice Hinson* for being an outspoken champion for health promotion and a public health advocate, especially for medically underserved populations.

The Jessica M. and Natan Bibliowicz Award for Excellence in Mentoring Women Faculty

This award recognizes outstanding faculty at WCM who demonstrate a commitment to advancing the



academic careers of women in the areas of clinical care, research, or education. Mary E. Charlson, MD, William T. Foley Distinguished Professor of Medicine, was presented with the 2018 award during Diversity Week.

Diverse Perspectives

Exposure to wide-ranging perspectives and opportunities in medicine were supported by various initiatives. The inaugural “Community Perspectives in Medicine” elective course, funded by a Cornell Engaged Opportunity Grant with Dr. Linnie Golightly as an advisor, was offered in Fall 2018. The ODI also co-sponsored the “Make Your Match” event for residents with the Weill Department of Medicine Minority Housestaff Committee and Residency Training Program, and with NYP’s Graduate Medical Education office. The Office of Student Life & Diversity hosted a movie viewing of *Agents of Change*, followed by a discussion with WCM alumni Dr. John Mitchell ’73 and Dr. Frank Douglas ’77, moderated by Dr. Elizabeth Wilson-Anstey.



#WhiteCoats4Black Lives, Gun Violence Is a Public Health Issue

On March 2nd, medical students stood in solidarity with students of Marjory Stoneman Douglas High School in Parkland, Florida. Students showed their support to eliminate risk factors impacting patient health, including gun violence.



Esprit de Corps Program

Launched in 2018, this mentorship program is designed for 1st-year PhD students from diverse backgrounds (racial and ethnic, 1st generation, LGBTQ+, disadvantaged, and/or disabled). Older student mentors (year 2+) help 1st-year PhD students navigate graduate school, while building community among a diverse cohort of students.

Women in Medicine and Science

In 2018, the Office of Women established quarterly networking and educational events for women at WCM, co-hosted with the Office of Faculty Development, Office of Faculty Affairs, and the Mentoring Academy. On September 24, the departments co-hosted "Celebrate Women in Medicine Month." Dr. Katherine Hajjar, Associate Dean for Faculty Development, highlighted the remarkable accomplishments of the pioneering women in medicine throughout history who have paved the way for our extraordinary women scientists, physicians, and students at WCM.

Cyma Rubin Women in Science Lectureship

The Cyma Rubin Women in Science Lectureship was created in 2015 as an honorary lectureship to highlight the accomplishments of distinguished women scientists. Dr. Jeannie Lee from Harvard University delivered the annual lecture on April 11, and she also met with female students in an intimate setting to discuss their careers and provide mentorship.

Executive Leadership in Academic Medicine® (ELAM)

The Hedwig van Ameringen Executive Leadership in Academic Medicine® (ELAM) program offers an intensive one-year fellowship of leadership training with extensive coaching, networking and mentoring opportunities aimed at expanding the national pool of qualified women candidates for leadership in academic

medicine. Each year, WCM nominates up to two senior women faculty to this highly competitive and rewarding program. Dr. Monika Safford, the John J. Kuiper Professor and Chief of General Internal Medicine, participated in the ELAM program in 2018. She also founded the university-wide Cornell Center for Health Equity and is leading efforts to increase health services research at Weill Cornell Medicine, with a focus on advancing the research careers of women and underrepresented minorities in medicine.



AAMC Women’s Faculty Development Seminars

The Office of Women annually sponsors 3 women faculty to attend the AAMC Early Career Women Faculty Leadership Development Seminars and 2 women faculty to attend the AAMC Mid-Career Women Faculty Leadership Development Seminars.

Women in Medicine (WIM)

Women in Medicine (WIM) provides a platform for women students and faculty to discuss unique challenges that women face in medicine. The aim of this group is to inspire and enable female students to realize their professional and personal goals through events such as forums, discussion groups, and regional conferences, while also fostering their own abilities as teachers and mentors through community outreach programs. WIM currently consists of three core components: Interest Group, Mentorship Program, and High School Outreach Program, each offering a distinct perspective about the importance of peer and formal mentorship during all stages of training. Dr. Yoon Kang, Acting Senior Associate Dean for Education and Associate Dean of Program Development, Operations and Continuous Quality Improvement, serves as the advisor. WIM receives funding through the Medical Student Executive Council.

President’s Council of Cornell Women

The President’s Council of Cornell Women (PCCW) was established by former Cornell University President Frank H. T. Rhodes in 1990. The PCCW is a group of highly accomplished and distinguished women alumnae of Cornell University who champion female students,



faculty, staff, and alumnae as they lead within their fields at Cornell University and across the world. This year, PCCW held an engaging two-day symposium celebrating 'One Cornell' on April 14th, with Dr. Rainu Kaushal delivering a keynote address highlighting collaborations between campuses. Participants were able to visit and tour the new Cornell Tech campus on Roosevelt Island, as well as Weill Cornell Medicine. In addition, the attendees had the opportunity to connect with the work of the PCCW, meet other successful alumnae, learn about university initiatives, and participate in student and peer mentoring sessions.

A variety of programs provided opportunities for faculty, trainees, and students to generate new professional goals, ideas, and networks. These included the SPARC Tri-Institutional Diversity Retreat, hosted with Memorial Sloan Kettering Cancer Center and The Rockefeller University; the Department of



Surgery's 3rd Annual Diversity Lectureship featuring Dr. Caprice Greenberg's "Sticky Floors and Glass Ceilings;" and the Physician-Scientist Symposium, hosted in collaboration with the WCM Mentoring Academy.



Recruitment efforts were ongoing and strengthened in 2018 via career fairs and visits to colleges and universities. WCM faculty, administrators, and students met more than 550 premedical students, participated

on premedical panels, and distributed information about WCM and its summer programs at 15 events at Amherst College, City College of New York, Columbia, Cornell, Duke, Hunter College, Memorial Sloan-Kettering Cancer Center, Rutgers, Yale, and the AAMC.



Annual Regional Premedical Conference

WCM hosted the annual Regional Premedical Conference on December 1st, which welcomed to campus 168 local middle school, high school, and undergraduate students who are interested in the health and medical professions. The conference, which has taken place at WCM for many years, was sponsored by Students for Equal Opportunity in Medicine. Participants shared, "It was a great conference that provided a lot of useful information," and "Panel students were real, authentic, and diverse and that made me extremely happy and grateful!"

Other recruitment efforts included a visit to WCM by Syracuse University students and advisors in the



Collegiate Science and Technology Entry Program on March 13th to learn more about the medical school and the medical school application process.



Big Red STEM Day

Big Red STEM Day is a Weill Cornell Medicine-led initiative designed to inspire middle- and high school students from communities underrepresented in science, technology, engineering and mathematics (STEM) to pursue STEM-related education and careers.

In 2018, three events were held to facilitate meaningful interactions between youth and potential mentors through networking meals, hands-on workshops, and panel discussions.



Two Big Red STEM Days were organized by Weill Cornell Medicine, Cornell Tech, Cornell Center for Materials Research, and Cornell Cooperative Extension, with the New York City Department of Education and the Young Women’s Leadership Network as partners. WCM volunteers included faculty and members of student groups such as Women in Medicine, which taught attendees how to use stethoscopes, blood pressure cuffs, and suture kits and discussed careers in medicine. Big Red STEM Day in November was organized by Weill Cornell Medicine in collaboration with the Feminist Press, and for the first time, it explored the intersections of STEM and the humanities through STEAM – science, technology, engineering, arts and mathematics. Approximately 100 students attended each event.

Science and Medicine Enhancement Program (SMEP)

The Science and Medicine Enhancement Program (SMEP), held January through March 2018, provided 48 middle-school students with hands-on opportunities to learn about health and disease through a multi-subject approach. SMEP students are from the Science and Medicine Middle School, which serves students from the Canarsie and East Flatbush communities in Brooklyn. In a series of sessions held at WCM, groups of 3-4 participants led by medical students engage in activities designed to reinforce basic concepts in biology, physiology, pathophysiology and healthy living through multiple formats, including reading, research, persuasive writing, presentations, and clinical skill sessions. The program culminated with students presenting and leading demonstration tables at a Community Health Fair at the Science and Medicine Middle School.

Health Professions Recruitment Exposure Program (HPREP)

The Health Profession Recruitment/Exposure Program was created by the Student National Medical Association to address the issue of declining enrollment rates of underrepresented groups in medical school. In 2018, 90 students were selected from among 293 applicants, and 86 completed the program (26 males and 60 females from 28 high schools).



This ten-week program hosted minority high school students to hear minority physicians speak on a wide range of

medical issues and work in small groups with medical students on gross pathology of the heart, blood pressure techniques, and disease processes in organs. In addition, students participated in practical workshops



on the college application process, writing research papers, and financial aid. At the end of the program, each student participant submitted a six-to-eight-page paper and received a letter of recommendation. The students with the best research paper and college essay were each awarded a \$250 book scholarship for college. Many program participants continue to seek advice after the program has ended and consider HPREP to be a valuable resource for scientific knowledge, career planning, and networking.



Weill Cornell Youth Scholars Program (WCYSP)

The purpose of the Weill Cornell Youth Scholars Program (WCYSP) is to expose underprivileged, underrepresented students, especially from inner-city high schools, to the vast educational resources and opportunities at WCM and NYP. The WCYSP curriculum is designed to educate, inspire and groom participants for personal and professional success. WCM seeks to address some of the weaknesses that prevent many inner-city students from performing well at the college level through an innovative format that emphasizes critical reading and writing. Its daily Problem-Based

Learning (PBL) sessions provide a forum for youth scholars to interact with one another and build their teamwork abilities. In 2018, 22 students (17 public school students and 2 parochial/independent school students) were accepted from a pool of 177 applicants to complete the one-month program in July. All high school students who completed the program reported that it had a significant impact on their personal motivation to pursue a career in science or medicine and to take challenging courses in high school. WCM students, residents and attending physicians served as mentors and teachers in the program.

Cornell University Shadow Program

This program gives Cornell University undergraduate students an opportunity to shadow physicians at Weill Cornell Medicine for one week. In January, 6 students shadowed Dr. Anthony Watkins (Surgery), Dr. Rache Simmons (Surgery), Dr. Kevin Holcomb (Ob/Gyn), Dr. Juliette Charles-Rawlins (Ob/Gyn), Dr. Hans Gerdes (Medicine/GI), and Dr. Joy Howell (Pediatrics).



This experience has made me appreciate medicine and the entire hospital system even more. Not only are the doctors at NewYork-Presbyterian very hard-working, so are all of the other workers like the administrators, nurses, PAs... I would recommend the program to others! I think it is a great learning opportunity to become immersed in a real-life hospital and to see whether medicine is a field of interest for you."

- Tenzin Dechen

The Successful and Productive Academic Research Careers (SPARC) Jr.

The SPARC Jr. conference united students from all summer pipeline programs at Weill Cornell Medicine, The Rockefeller University, and Memorial Sloan Kettering Cancer Center on July 23rd. Attendees received valuable advice regarding careers in medicine and science, and they gained insight into the life of medical

and graduate students while networking with students, faculty members and alumni of the Tri-Institutional schools. This opportunity was extended to high school students, college students, and parents/guardians in the NYC area.

Female Association of Clinicians, Educators, and Scientists (FACES)

FACES is a mentoring group for female physician-scientists that hosts events including professional development workshops, mentoring activities, social activities and recruitment of female students into the Tri-Institutional MD-PhD Program. FACES holds multiple educational and social events throughout the year as well as an active mailing list to exchange ideas, articles of interest and opportunities. The organizational locus is the Tri-Institutional MD-PhD Program.

ODI presented at the Building the Next Generation of Academic Physicians Regional Conference, designed to help diverse medical students and residents become aware of academic medicine as a career option. WCM has also continued its partnership with the Weill Department of Medicine on the Surviving Medical Clerkships seminar for underrepresented minority medical students, and visiting elective courses in the Departments of Surgery and Pediatrics have been expanded in order to give 4th-year URIM medical students at other schools exposure to clinical experiences at WCM.

WCM faculty leverage existing resources to enhance the support for trainees in the pipeline

Caitlin Hoffman, MD
(Neurological Surgery)



Inspired by the work of T-SRF alumna, Dr. Lynne Holden, co-founder of Mentoring in Medicine, and her experience in the Healthcare Executive Diversity and Inclusion Certificate Program hosted by the AAMC, Dr. Caitlin Hoffman, Assistant Professor of Neurological Surgery, has taken the next steps to help educate the future of medicine. Dr. Hoffman, in partnership with Dr. Benjamin Hartley, a resident in the Department of Neurological Surgery, conceptualized and launched a study on the effectiveness of a “targeted, longitudinal, near-peer mentorship program for under-represented and under-served pipeline students to increase medical

school matriculation.” The program, called PRIMES, has been bridged into the Healthcare Disparities Area of Concentration medical school curriculum, and current medical students are involved in curricular development and mentorship of local students who seek to enter the field of medicine. Under the leadership of Dr. Hoffman and others, WCM will continue to make strides in diversifying the physicians and scientists of tomorrow.

Kevin Holcomb, MD (Obstetrics and Gynecology)



Dr. Kevin Holcomb’s work with pipeline programs embodies WCM’s commitment to creating pathways to medicine and science for underrepresented groups. As a Cornell alumnus (’88), Dr. Holcomb has been involved with the Black Bio-Medical and Technical Association (BBMTA) of Cornell University, a non-profit organization supporting students of color interested in health-related issues impacting local communities, for nearly 20 years. As an advisor to the organization, he provides support and guidance to premedical undergraduate students’ community service initiatives centered on health issue education to the Ithaca community. BBMTA students have mirrored Dr. Holcomb’s commitment and likewise served as mentors to children in the Ithaca area and as a campus resource for aspiring medical school applicants through annual events like BBMTA’s PreHealth Conference. Dr. Holcomb further extends his commitment to fostering a more diverse medical workforce as the faculty advisor to Black and Latino Men in Medicine (BLMiM), a collective effort of Black and Latino male faculty, trainees and students at WCM and Memorial Sloan Kettering Cancer Center. He has contributed to the organization’s goal of establishing mentoring and networking opportunities for underrepresented minority men in healthcare, addressing healthcare disparities, and assisting in programming efforts to increase the number of minorities in medicine. With Dr. Holcomb’s support, BLMiM hosted its first conference in April 2018, “Closing the Representation Gap” and represented WCM at various national conferences.

Contributors

This Diversity & Inclusion Annual Report is the result of a collaborative effort by many individuals throughout the Weill Cornell Medicine community. Each reporting area worked hard to provide the information within this report in a short time period. Thank you for your continued partnership in this important endeavor.

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