Diversity and Inclusion

2020 Annual Report
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A commitment to diversity is fundamental to UT Southwestern Medical Center’s commitment to excellence.

UT Southwestern serves a highly diverse community in Dallas and beyond, throughout North Texas, and we seek to have our campus community reflect that diversity. We welcome faculty, students, staff, patients, and visitors, regardless of race, color, national origin, religion, sexual orientation, age, veteran status, gender identity, or disability. In promoting diversity and equal opportunity – and ensuring nondiscrimination – we enhance UT Southwestern as an educational institution, as a medical center serving the health care needs of a diverse population, and as an employer.

We believe that delivering excellence in patient care, conducting breakthrough research that leads to advances in the prevention and cure of disease, and educating the physicians, scientists, and health care professionals of the future require engaging the breadth of talent and experience found throughout our society.

As President of UT Southwestern, I believe that promoting diversity and inclusion is a moral imperative for our institution. In addition to being the right thing to do, it is a catalyst for innovation in fulfilling our mission, and it is essential for achieving UT Southwestern’s full potential as a leading academic medical center. I urge all members of the UT Southwestern community to embrace and enhance our commitment to diversity and inclusion as we work together to accomplish our commitment to excellence in our missions of patient care, research, and education.

Daniel K. Podolsky, M.D.
President
UT Southwestern Medical Center
At UT Southwestern, we can’t afford to be indifferent to our differences. In fact, we must work to acknowledge, respect, and highlight these differences to harness each individual’s unique strengths and abilities. It is only when we do this that we can leverage our individual and collective power to catalyze advances in research, education, and patient care.

To advance our mission, the Division of Diversity and Inclusion is dedicated to creating a transformative work culture. To achieve that, we are committed to listening to your voices, incorporating your needs, and collaborating with you to co-create new and innovative initiatives.

We are committed to constantly evaluating our work, measuring progress, and setting new, aspirational goals.

We are committed to challenging ourselves to be reflective of who we claim to be, mindful of what values we hold, and deliberate about how we translate those values to our work.

We are committed to asking ourselves tough questions, holding ourselves accountable, and being transparent in what we do.

But most importantly, we are committed to empowering each and every employee to become change agents and thought leaders committed to change.

Simply put, diversity and inclusion are ingrained in the DNA of UT Southwestern, and we are committed to ensuring that never changes.

“OUR GREATEST STRENGTH IS FOUND IN THE SKILLS AND ABILITIES OF OUR PASSIONATE AND CARING UTSW EMPLOYEES ACROSS THE DFW METROPOLIS. WE CONTINUE TO GROW OUR ACADEMIC MEDICAL CENTER WHILE FOCUSING ON MAINTAINING A DIVERSE WORKFORCE THAT IS REFLECTIVE OF OUR COMMUNITY. BY EMPOWERING THOSE IN OUR WORKFORCE TO BE THEIR AUTHENTIC SELVES, WE CAN DO OUR BEST WORK AND ACHIEVE OUR FULL POTENTIAL WHILE EMPLOYING OUR INDIVIDUALITY TO DELIVER EXCELLENCE IN HEALTH CARE, EDUCATION, AND RESEARCH.”

Travis Gill
Assistant Vice President
Office of Institutional Equity & Access
Diversity and inclusion are embedded in the way we develop our programs, provide trainings, and invest in community outreach. In our continued evolution and growth as a Division and as a team, we are proud to present the following highlights and accomplishments from this past year.

Website

Ushering in a new digital presence, we launched UT Southwestern’s first-ever Diversity and Inclusion (D&I) website. Made live in February 2020, the site serves as a hub for prospective and current students, faculty, and staff to have a better understanding of UT Southwestern’s approach to diversity and inclusion. We highlight resources for our major constituencies, showcase major events and programs, and illustrate our vision for D&I moving forward.
New D&I Team Members

This year, we welcomed two new members to the Division of Diversity and Inclusion.

Dr. Marlette Jackson
Dr. Marlette Jackson (she/her pronouns), Manager of Diversity and Inclusion, joined us from the San Francisco Bay Area. Prior to coming to UT Southwestern, Dr. Jackson worked on the Equity and Inclusion team for the Stanford School of Engineering and served as a Scientific Diversity and Inclusion Consultant at Forshay. In her new role, Dr. Jackson oversees the institution's strategic approach to promoting a culture of inclusion and belonging through programming, education and skill-building, consultation, collaboration with business resource groups, and outreach across the wider Dallas-Fort Worth community. She holds a Ph.D. in political science from Stanford University and a B.A. in political science from Texas A&M University.

Kanesha Colwell
Kanesha Colwell (she/her pronouns), Diversity and Inclusion Specialist, transitioned to D&I from her role as an Equal Opportunity Specialist providing workplace accommodations to employees with disabilities and handling workplace discrimination concerns. Prior to that role, she led staff efforts involving diversity and inclusion programming, events, and community building. In her new role, Ms. Colwell is responsible for ensuring that diversity and inclusion are essential components of UT Southwestern Medical Center’s core missions of research, education, and patient care. She graduated from the University of Texas at Austin.

Two New Business Resource Groups Join UTSW


The API-BRG aims to influence dialogue and promote awareness of the Asian-Pacific Islander culture at UT Southwestern; foster relationships between UTSW and the greater DFW community by engaging UTSW employee members in community outreach and collaboration; and be a resource and a means of communication for the institution. The Executive Sponsor of the API-BRG is Archana Cronjæger, Assistant Vice President of Hospital Facilities. The group’s Chair is Sunil Verma, Clinical Research Coordinator of the Ancillary Services Administration. Co-Chairs are Mia Dinh, Financial Analyst II for Sponsored Programs; and Vaishali Patel, Senior Business Analyst for the IR Health Ancillary Lab.

Also in 2020, the Women and Allies Business Resource Group became the sixth and newest addition to UT Southwestern’s BRG family.

The Women and Allies BRG will serve as an advancement platform for talent from diverse backgrounds, while also increasing cultural competence and sensitivity to impact patient care, workplace inclusion, and engagement. In support of UTSW’s mission, the Women and Allies BRG will assist in better connecting with key consumer groups and enhancing community engagement, increasing opportunities for employee development, mentoring, and knowledge sharing. The Women and Allies BRG will contribute to the commitment of promoting diversity and inclusion and a positive employee experience, while providing opportunities to foster teamwork, compassion, and excellence in academic medicine.

The Executive Sponsor of the Women and Allies BRG is Suzanne J. Farmer, Ph.D., Assistant Vice President of OD & Training. The group’s Chair is Lauren Schumacher, Research Study Coordinator in the Department of Internal Medicine. The Co-Chair is Lauren Smith, Senior Learning Consultant for OD & Training.

Signature Events

Black History Month
In celebration of Black History Month, UT Southwestern hosts an annual campus event where national leaders in the areas of medicine, government, or higher education are invited to campus to share knowledge and celebrate the achievements of African Americans and other diverse populations in U.S. history.

Martin Luther King Jr. Commemorative Celebration
UT Southwestern hosts this event annually in January to commemorate and celebrate the legacy of Dr. Martin Luther King Jr. while also awarding a scholarship to a UT Southwestern medical student currently demonstrating excellence and community service. This event highlights the importance of service to the community, diversity in science and medicine, and promotion of justice in various aspects of society, including health care.

Pride Month Celebration
UT Southwestern, along with the LGBTQ+ Business Resource Group, hosts the annual Pride Month Celebration, bringing together UTSW students, staff, and faculty to commemorate and recognize the institutional and community impact LGBT individuals and allies have had at UT Southwestern and around the world.

Tribute to Veterans
UT Southwestern, along with the Veterans Business Resource Group, hosts the annual “Tribute to Veterans” program to honor the more than 800 veteran employees and nearly 40 students who are veterans or on active duty. This event brings together the campus community to honor the service of veterans, highlight their role in diversity, and raise awareness of their unique contributions to science, medicine, and health care.

Hispanic and Latino Heritage Month Celebration
Since 2017, UT Southwestern has partnered with the Hispanic-Latino Business Resource Group to host this annual program highlighting and celebrating the enduring contributions to science, medicine, and society by individuals whose ancestors come from Spain, Mexico, the Caribbean, and Central and South America.
Even before we began releasing our Annual Diversity and Inclusion Reports, UT Southwestern has shared its workforce demographics data regularly. The following workforce demographic report shows continual progress toward our goal of creating a more diverse campus community. In addition to the numbers, our assessment reflects key learnings, insights, and how we’re applying this knowledge to change how we foster a more inclusive environment. We aim to be transparent, accountable, and constantly striving for equity. To do so, we’ve enhanced how we measure and analyze our inclusion data to provide a more holistic look at areas of improvement, including representation in senior leadership, management, and the intersection of race and gender. We may not be where we want to be yet, but we will continue persevering in our efforts moving forward.

Representation of racial and ethnic minorities at UT Southwestern:

- Overall, racial and ethnic minorities represent 62% of the UTSW workforce, up 6 percentage points from 2015.
- In leadership roles at UTSW, 44% are racial and ethnic minorities, up 6 percentage points from 2015.
- Among executives at UTSW, 44% are racial and ethnic minorities, up 23 percentage points from 2015.
- Among directors at UTSW, 35% are racial and ethnic minorities, up 14 percentage points from 2015.
- Among managers at UTSW, 56% are racial and ethnic minorities, up 20 percentage points from 2015.
- Among supervisors at UTSW, 72% are racial and ethnic minorities, up 14 percentage points from 2015.
### 2015 - Real Numbers of Headcount

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<th>Role</th>
<th>All roles</th>
<th>Executives (1a)</th>
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#### 2015 Percentages (Gender)

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#### 2015 Percentages (Race/Ethnicity)

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#### 2020 - Real Numbers of Headcount

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#### 2020 Percentages (Gender)

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#### 2020 Percentages (Race/Ethnicity)

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#### 2020 Real Numbers (Leadership Alone)

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### From 2015 to 2020:

- Number of African American employees has risen 2% overall, including a 5% increase in executive leadership roles.
- Number of Hispanic and Latino employees has risen 3% overall, including 13% increase in the number of Hispanic/Latino execs.
- Number of Asian employees has risen 2% overall, including 6% in the number of Asian directors.
- Number of employees who identify as multiracial has risen 1% overall.
- Number of women in our workforce has risen 2% overall, including an 8% increase in director roles.

### Advancing representation of women throughout DFW:

This year, continuing a positive trend dating back to 2015, there were increases in the representation of women across the institution in all the aspects we measured, including leadership roles.

**Compared with 2015:**

- Overall representation of women went up 2 percentage points to 67%.
- In director roles, representation increased 8 percentage points to 61%.
- Among supervisors, there was a 1 percentage point gain to 71%.
Women in Leadership

Valla Wilson

Valla Wilson (she/her pronouns) is Vice President of the Office of Internal Audit and the Chief Audit Executive for UT Southwestern. She is responsible for leading the Medical Center’s Internal Audit function in performing assessment of risks and providing audit assurance, providing advisory and consulting services, and conducting investigations.

Prior to Ms. Wilson joining UT Southwestern in 2013, she worked at Duke University as Chief Compliance, Privacy, and Audit Officer for the Private Diagnostic Clinic of Duke Medicine and spent the first five years at Duke as the Internal Audit Director for Duke Medicine. She is a former manager at Arthur Andersen LLP, where she provided internal audit and risk consulting services, and she has many years of operational, audit, and compliance leadership experience.

She has several areas of focus for increasing Internal Audit’s value to the institution. They include increasing education on risk, controls, and fraud; enhancing partnering with key leaders to solve problems; and assisting the organization with enterprise risk management efforts.

She says the most rewarding aspect of her work is its tangible impact – seeing the difference Internal Audit can make through providing solutions and best practices management can adopt.

“I got into the career because what we do is look at things and help make recommendations for how people can improve in their operations and also mitigate their risk,” she says. “It’s a continuous learning opportunity to deliver services and help organizations; we constantly learn more about the ever-complex, changing environment and learn about new industry practices. You could never say you’re bored because you’re constantly needing to learn while contributing and providing value to the organization.”

In addition to her other roles at UT Southwestern, Ms. Wilson is the Executive Sponsor of UTSW’s African American Employee Business Resource Group (AAE-BRiG). In this capacity, she loves to mentor, coach, and help employees develop professionally. “I like to see others blossom and grow into their profession and to help them make a difference,” she says. Ms. Wilson sees her position within the AAE-BRiG as a way to give back to others as well as help influence people to become better versions of themselves.

Her favorite thing about being a leader is getting to meet and interact with employees at all levels of the institution, regardless of their role. Ms. Wilson is also a regular mentor for the Aspiring Leaders program.

Ms. Wilson notes that one of the goals of the AAE-BRiG is to “embrace a diverse culture of care, trust, integrity, and inclusion.” She says part of her role is to ensure the BRG creates an environment that supports the recruitment, professional development, and retention of African Americans. Indeed, the biggest impact she has seen come out of membership in the group are the professional growth opportunities its members have had. The AAE-BRiG regularly hosts lunch and learn programs as a core component of its professional development charter; past topics include conducting interviews, marketing yourself, seeking mentors or sponsors, landing a new job, and many others.

Whether it is a direct or indirect result of the professional development opportunities, the BRG offers those events to help shape and advance the members’ career trajectories.

Ms. Wilson is equally dedicated to helping others outside UT Southwestern, as well, especially those who do not have a voice of their own. In her free time, she collaborates with others and organizations to assist those who are less fortunate and underprivileged, advising people on career and college choices. She says she helps “people learn how to encounter and overcome obstacles in their work situations and how to avoid conflicts that might arise,” in the end spending “a lot of time really advising others and helping others in their difficult situations.”

Though Ms. Wilson has successfully managed to juggle myriad responsibilities, she acknowledges that she doesn’t do it alone. Indeed, she says she keeps her emotional and mental health strong by using spiritual tools. She spends each morning praying and reading daily devotionals along with scriptures. This routine, she says, “pulls me at peace, and oftentimes the ‘word’ is what I reflect on throughout the day.” One of the channels through which Ms. Wilson affirms her faith is through listening to her favorite Christian author and speaker, Joyce Meyer, about whom she says, “Hearing her, of her life, and how she encounters things helps me think about what I’m going through and what I am encountering. She applies the biblical words to everyday life, and that helps me with my mental hygiene.”

68%

Between 2015 and 2020, there was an 8% increase in the percentage of women in director-level positions at UT Southwestern.

68% of management positions at UT Southwestern are held by women.

Women of color make up 47% of all leadership roles.

68%

Women Executives

Archana Cronjaeger

Archana Cronjaeger (she/her pronouns) is the Assistant Vice President of Hospital Facilities. She holds a master’s degree in electrical engineering and has worked in multiple locations and fields.

“I am an engineer by trade, and I have stayed in the engineering arena ever since I was an undergrad,” she says. “Since graduating with my master’s, I’ve worked at multiple locations in multiple fields, primarily starting in electrical engineering, designing motors, and working in an assembly line. After that, I began working with other facilities, and now I’m in the medical field but still doing engineering work. It’s great to be in my role – and it’s a great field to be working in right now.”

Ms. Cronjaeger says the most rewarding part of her role at UT Southwestern is being able to advance to the level of AVP in such a diverse field. She adds that she appreciates and values building relationships with interns, nurses, doctors, and others in the Medical Center community.

Of the many things that have given her a sense of belonging at UT Southwestern, Ms. Cronjaeger says she most appreciates the diversity of people and experiences represented across the Medical Center’s six Business Resource Groups (BRGs). Currently, she is the Executive Sponsor of the Asian-Pacific Islander BRG. Though she is a senior leader of the group, she says she considers herself to be primarily a member like everyone else. She says she doesn’t like to be put on a pedestal because she believes the purpose of the BRG is to work together and collaborate. She says she appreciates the similar work of the other BRGs and being a member of such a broad organization. Helping others by creating a sense of belonging has helped her find her own sense of belonging, she says.

“My leadership involves getting everyone to work together within our BRGs and across BRGs to inform a greater understanding that we are part of a larger goal, not just the API-BRG or any other BRG but a larger goal within UT Southwestern,” Ms. Cronjaeger says. “We should bring everyone together to work collaboratively to achieve our larger mission and values instead of working in individual pockets.”

One of Ms. Cronjaeger’s challenges for the API-BRG is eliciting active involvement and idea-sharing from members.

“Because our BRG is one of the youngest, we’ve been trying to get a lot of people involved and to join our group, which requires trying to get people out of their shell and showing them that they can be a larger part of this organization – they don’t need to be working behind the scenes,” she says.

Along with her work with the API-BRG, Ms. Cronjaeger’s favorite part about being a manager at UT Southwestern is the exposure it gives her to such a diverse population in the Medical Center community and beyond.

“The best part of being a manager is being able to work with a very large variety of people who work for you, with you, and above you. It’s just amazing how you have to change your outlook on what you do depending on who you’re talking to or who you’re working with,” she says. “It’s just amazing to me to be able to participate in something like this.”
Natalie Ramello

Natalie Ramello (she/her pronouns) is Vice President of the Office of Institutional Compliance and Chief Compliance Officer at UT Southwestern. In her role, she is responsible for coordinating and overseeing the compliance and privacy functions throughout the Medical Center. A core function and one of the seven elements of an effective compliance program is assessing, identifying, and helping to manage risk across the organization, something Mrs. Ramello does every day in her role as a compliance leader.

Because compliance touches every department on campus, Mrs. Ramello’s more than a decade of experience as a health care attorney, risk manager, and compliance officer makes her particularly well-suited to successfully navigating the variety of challenges that can arise in such a diverse environment.

“The work we do in compliance can be challenging,” she says. “Having to tell people that they’ve made mistakes or that they have to change processes is hard, and sometimes there’s a pushback. Some days are great, and other days are harder. A lot of people decide this space is not for them, and they leave the field. I tell my staff that the lessons I learned on the soccer field make us feel like we’ll never see the other side of them. We have to be able to say, ‘I didn’t do my best work today’ and then sit in that failure, work through it, move past it and come out stronger for it.”

“People want to make changes in medicine, education, and business, and my role engenders those conversations,” she says. “We’re the voice to help prepare a pathway for that – to set up a structure so that Hispanics and Latinos can succeed not only at UT Southwestern but also in the community and beyond.”

The concept of giving back is never far from Ms. Bell’s thoughts. She sees it as a way to build hope in those on the receiving end while lifting up those who are doing the giving.

“I look at the community as a couple of layers – the UT Southwestern community and our larger community, which is our neighborhoods, our backyards,” she says. “It’s important to be involved internally and externally and to act on behalf of underrepresented groups toward real and positive change.”

As an African American and Mexican American, as a woman, as a professional and as a twin, Ms. Bell identifies with the Division of Diversity and Inclusion, UT Southwestern’s various BRGs and with the Division of Diversity and Inclusion, and, in general, about people in the Hispanic and Latino community: “I get to collaborate and partner with people campuswide – all departments and all areas – to bring forth innovation and technical solutions that ultimately improve and impact our faculty, staff, our students, and our patients,” she says.

Ms. Bell earned a master’s degree in health care administration at the University of Texas at Arlington. She also holds an undergraduate degree in biology and chemistry from Clark Atlanta University.

In addition to her role as AVP, Ms. Bell serves as the Executive Sponsor of UT Southwestern’s Hispanic-Latino Business Resource Group, a post she cherishes because of the opportunity it gives her to mentor and positively impact others – not only other members of the group but Latinos in the community, as well.

Created in 2017, the Hispanic-Latino BRG aims in part to help build and foster a diverse workforce and nurture future leaders. Ms. Bell sees the group both as a “network of support for Latinos” at UT Southwestern and, more broadly, as a channel for positively changing and narrowing the health equity gap.

“Growing up, I learned this about myself and, in general, about people in the Hispanic and Latino community: We at times tend not to be as vocal in certain instances as we might. One of the honors of being the Executive Sponsor of this BRG is the opportunity it provides for helping give a voice to others, both professionally and culturally,” she says. “Our BRG members want to make changes in medicine, education, and business, and my role engenders those conversations. Sometimes, I come up with good training concepts while I’m working out, especially when I’m on the bike. It’s a time where I often come up with my best ideas and can practice my presentation skills,” she says.

“I work out because it’s not for everybody, but it’s something that truly fuels and reenergizes me for the days to come, and it gives me space to not have to engage constantly. I think that really helps preserve my mental health.”

Almost ironically for a leader in the field of compliance, part of Mrs. Ramello’s approach to her work and leadership involves taking risks – the kind that involve around having the courage to make changes for the better. She says she’s inspired in this approach by the work of one of her favorite authors, University of Houston Professor Brené Brown, Ph.D., M.S.W., who researches and frequently writes, lectures, and podcasts on the subjects of courage, vulnerability, shame, and empathy.

“We rarely come up with the ‘aha’ idea on the first try.” Mrs. Ramello says. “To innovate, we have to fail. If you want to be an innovator and a true change-maker in any space, you have to be able to learn from failures and, as Dr. Brown says, ‘rise strong’ after that. Sometimes our failures make us feel like we’ll never see the other side of them. We have to be able to say, ‘I didn’t do my best work today’ and then sit in that failure, work through it, move past it and come out stronger for it.’”

Based on resilience, it’s a recipe for leading daringly, and, on second thought, it’s not ironic at all to find in a compliance leader.
Our Strategic Pillars

The UT Southwestern Division of Diversity and Inclusion collaborates with campus partners to drive meaningful and sustainable efforts. Throughout the talent life cycle, we combine empirical research with a human-centered framework to inform our programming, training, consultation, and outreach across the wider Dallas-Fort Worth community.

Overseeing the institution’s strategic approach to promoting a culture of inclusion and belonging, we employ data-driven strategies and best practices in industry to advance UTSW’s core missions of research, education, and patient care. Our four strategic pillars are:

Culture + The Employee Experience
Belonging + Business Impact
Education + Skill-Building
Community Outreach
Internal Partners

The Office of Faculty Diversity & Development facilitates efforts to recruit and retain the very best faculty to campus while also implementing strategies to promote the careers of women and people of color. The Division of Diversity and Inclusion assisted the Office of Faculty Diversity & Development in launching UT Southwestern’s Housestaff Emerging Academy of Leaders (HEAL) residency affinity groups for the Underrepresented in Medicine, Women, LGBT & Allies, and Muslims.

The Office of Women’s Careers (OWC) was founded in April 2012 as a division of the Office of Faculty Diversity & Development. OWC provides a coordinated approach to the recruitment, career advancement, and professional development of one specific UT Southwestern Medical Center constituency: women faculty.

The Office of Student Diversity & Inclusion promotes services to improve medical practice in underserved areas and to enhance minority students’ success in medical school. The Division of Diversity and Inclusion partners with this office and its more than 100 student groups in support of its mission, objectives, and social and cultural events, professional and educational development, and mentorship and student engagement.

The President’s Council on Diversity & Inclusion (PCDI) is chaired by the President and is responsible for ensuring an institutional culture that values people and the differences they bring to UT Southwestern. The council creates organizational change and provides focus on diversity and inclusion initiatives. In doing so, the council helps brand UT Southwestern as a great place to work and as an institution of excellence in education, research, and patient care. The council comprises senior leaders and executives appointed by the President and drives the integration of diversity and inclusion into departmental operations by:

- Supporting diversity and inclusion strategies across the workplace, workforce, and community
- Strengthening efforts to attract, develop, and retain talent
- Providing leadership in leveraging diversity and inclusion
- Identifying and developing a critical mass of “change” agents across functions and departments
- Promoting broad participation across the institution

Recruitment and Hiring

We partner with the Affirmative Action and Talent Acquisition teams to improve the diversity of our campus, providing actionable and tangible insights into recruitment mechanisms, as well as best practices for hiring.

When it comes to hiring faculty, our Division offers a Best Practices for the Search Process workshop in which we outline the science behind unconscious bias and provide strategies to create a more diverse and inclusive faculty presence at UT Southwestern.

In addition, UT Southwestern Medical Center partners with diverse professional organizations within the community, including the National Association of Black Accountants, the National Black MBA Association Inc., the National Society of Hispanic MBAs, and the Association of Latino Professionals in Finance and Accounting (ALPFA) to ensure that their members are aware of the numerous employment opportunities that exist here.

UT Southwestern also partners with INROADS/DFW to make sure that college students have the opportunity to learn more about the Medical Center while working as summer interns. An ongoing association with the Urban League of Greater Dallas provides a continuous pipeline of job applications.
Michael Quezada on Recruiting

Michael Quezada, a former Army intelligence officer, is currently the Talent Acquisition Partner at UT Southwestern. Quezada was able to apply his skills in human resources to friend veterans and assist them in transitioning from military to civilian life.

Prior to working at UT Southwestern, Mr. Quezada served in the military for more than 20 years. Upon retirement, he realized he still wanted to be involved and help people, and that's when he found the opportunity to aid in recruiting military veterans, their spouses, and other minorities to work at UT Southwestern.

Mr. Quezada earned a Master of Business Administration at Webster University. He also holds an undergraduate degree in Management and Human Resources from Park University and a green belt in Lean Six Sigma from the Army Business Transformation Center.

Mr. Quezada's military experience makes him particularly well-suited for his job because, in helping veterans through the application and hiring process, he is able to give them a different and relevant perspective on the requirements and terminology used, as well as insights and solutions to potential hurdles they might face along the way to employment.

“I get an opportunity to help, which is why I’m here,” he says. “Just looking at the veteran’s face when we’re able to get them a position here, or just helping them understand the barriers associated with applying for a position and why the application works a certain way, makes me feel really good because I was actually in that place. When I retired from the military, I really didn’t fully understand how to apply for a civilian job. So, through my collective experiences and training, with backgrounds in both human resources and the military, I’m able to provide veterans with both perspectives: the military and the civilian. It’s rewarding to help veterans break the barriers down and use the correct language.”

In addition to his role in Talent Acquisition, Mr. Quezada serves as Chair of UT Southwestern’s Veterans Business Resource Group, an organization designed in part to link veterans and active-duty military, their family members, and military supporters from all branches of the United States Armed Forces on campus. Through his leadership in the group, he is able to further develop a sense of camaraderie with fellow veterans at UT Southwestern.

“As Chair of the BRG, one of the ways I’ve been able to impact change is through having the opportunity to meet incoming veteran employees at orientation. Prior to COVID-19, the Veterans BRG always had a table set up at new employee orientation so we could meet some of the new employees and let them know right away, from their first day on campus, that they have this resource available.”

Mr. Quezada regularly works with colleagues from UT Southwestern’s other five Business Resource Groups to share ideas not only on how to best hire candidates from underrepresented backgrounds but on how best to retain them.

“That’s an important focus because we have such great talent here and we don’t want them to leave,” he says. “Working collaboratively with the other BRGs is a great way to connect and brainstorm on how we can recruit the best, make their onboarding better, and just improve the whole process.”

Mr. Quezada notes that it doesn’t always work out for everyone, sometimes even terrific candidates, to be hired at UT Southwestern. He adds, though, that it’s import-
Chambers of Commerce Memberships

UT Southwestern has long been a member of numerous Dallas Chambers of Commerce and Business Associations. UTSW affiliations include, but are not limited to:

- Dallas Black Chamber of Commerce
- Dallas Committee on Foreign Relations
- Greater Dallas Asian American Chamber of Commerce
- Greater Dallas Hispanic Chamber of Commerce
- World Affairs Council
- LGBT Chamber of Commerce

Cultural Events

The Division of Diversity and Inclusion, in partnership with our Business Resource Groups and the Office of Student Diversity & Inclusion, hosts a series of events each year that celebrate the diverse set of identities at UT Southwestern, highlighting the accomplishments of outstanding leaders from diverse backgrounds and providing a platform for employees to learn more about the many different identity groups that are represented at UTSW.

- Black History Month Celebration
- Martin Luther King Jr. Commemorative Celebration
- Hispanic and Latino Heritage Month Celebration
- Tribute to Veterans Celebration
- Pride Month Celebration

UT Southwestern Community Honors Veterans on Veterans Day

UT Southwestern faculty, employees, and students – including more than 70 veterans – gathered on Veterans Day 2019 to celebrate those who have honorably served our country. Inspirational speeches, patriotic songs, and festive food set an uplifting tone for the fifth annual campus event.

“Currently, there are over 20 million veterans in the U.S.,” UT Southwestern President Dr. Daniel K. Podolsky told those gathered in a McDermott Lecture Hall for the Tribute to Veterans Celebration. “I am so proud to say that more than 800 of them are members of the UT Southwestern community. We owe each of them a debt of gratitude for their dedication to our country and for protecting our nation’s commitment to democratic values here and abroad. Their experience and perspectives enrich UT Southwestern in our commitment to our mission.”

Keynote speaker Richard A. Hersack, M.D., a retired Air Force Brigadier General and anesthesiologist, traced the history of the creation of today’s U.S. Air Force and the improvements in treatments and medical strategies that now save lives on the battlefield.

Gen. Hersack retired in 2011 but returned to the Air Force as a civilian. He now serves as Chairman of the Department of Aeromedical Research for the U.S. Air Force School of Aerospace Medicine and Special Assistant to the Commander for Strategic Planning at Wright-Patterson Air Force Base near Dayton, Ohio.

In his address, he told of how the Air Force was preceded by the Army Air Service, founded in 1917 with just 23 pilots. That was 30 years before the creation of the U.S. Air Force, he noted.

At that time, soldiers who weren’t making it in infantry or elsewhere were sent to the Air Service, Gen. Hersack said, and most fatalities occurred during their training. In 1918, the Army graduated its first flight surgeons to treat them. The School of Aviation created flak vests, which were designed to protect pilots from anti-aircraft fire, he added.

Before Gen. Hersack’s speech, members of the student cadet corps at a local middle school, W.E. Greiner Exploratory Arts Academy, marched in carrying the American and Texas flags for a presentation of the colors ceremony.
Diversity for All Staff
In this workshop, we offer an introduction to diversity and inclusion in the workplace. The core objectives discussed include:

- The importance of a diverse and inclusive workforce
- Developing cultural competency
- Understanding generational differences
- Overcoming bias and stereotype
- Managing difficult conversations related to diversity and inclusion

Unconscious Bias 101: Back to the Basics
In this workshop, we provide an introductory look into what unconscious bias is and how it affects workplace dynamics. The core objectives discussed include:

- Defining unconscious bias and its different forms in the workplace
- Understanding how unconscious bias impacts health care and basic science fields
- The effects of unconscious bias on workplace dynamics and sense of belonging

Recruiting for Excellence: Strategies and Best Practices for the Faculty Search Process
In this workshop, we equip search committees with tangible and actionable strategies for inclusive faculty recruitment. The core objectives discussed include:

- Understanding how unconscious bias impacts the search process
- Best practices to recruit a diverse and inclusive search committee
- Strategies to reduce bias during the search process
- Creating an inclusive and standardized interview process
- Strategies for evaluating the search and mentoring the new hire

Gender-Affirming Care
In this workshop, we equip patient-facing health care workers with the knowledge and skills to provide gender-affirming care. The core objectives discussed include:

- Defining and demystifying key concepts
- Understanding how bias and stereotypes affect inclusive patient care
- Developing cultural competence
- Navigating the Epic system

Inclusive Management
In this workshop, we equip participants in managerial and leadership roles with best practices for inclusive leadership. The core objectives discussed include:

- The importance of diverse and inclusive leadership
- Mitigating bias in the hiring process
- Navigating diversity-centered conflict
- Fostering and maintaining a work environment of inclusive excellence

Inclusive Team-Building Workshop
In this two-part series, we provide teams with the opportunity to assess their workplace environment and collaborate on an inclusive path forward. The objectives discussed include:

- The core components of an inclusive team
- Operationalizing team norms
- Micro-messaging in the workplace
- Navigating communication breakdowns
- Active allyship on teams

At UT Southwestern, we believe education and awareness are instrumental in developing a culture of inclusion. Trainings in diversity and inclusion are a best practice to ensure all employees understand how they can foster and benefit from a diverse and inclusive workforce. We offer several opportunities for our employees to enhance their Diversity and Inclusion toolkit. Examples of the trainings we offer include:

Education + Skill-Building

Pillar 2:
Cultural Competency

In this workshop, we walk through the practical strategies health care workers can apply to provide culturally competent care to the increasingly diverse communities we serve. We discuss:

- Culture impact on every health care encounter
- Opportunities to address microinequities in health care
- Self-awareness of behaviors and bias
- Active listening and body language observance
- Clear communication across cultural differences

Online Training

We offer a variety of online trainings using the EverFi platform, covering unconscious bias and the importance of diversity, equity, and inclusion.

Request a Training

Employees who are interested in an in-person or virtual training are invited to complete an online intake form available on the Division of Diversity and Inclusion website to help us better understand how our office can assist through training or consultation.

Once the form is completed, a member of the D&I team contacts the employee to schedule a brief consultation to further discuss the request, confirming the most feasible approach to fulfilling the request and determining the next available dates for the training to take place.

Testimonials

Want to know what people think about our trainings? Here’s a small snapshot of feedback we’ve received:

“Thank you for your time today. Your presentation was very relevant and timely. The way you defined the differences between equality and equity was insightful, and I had not looked at it that way before.”

“Thank you for arranging the team-building exercises for us! It is truly insightful and helpful for self-development and understanding others.”

“I wanted to thank you for setting up the training session on the ‘Power of Inclusive Leadership.’ My leadership team gave it high marks. It confirmed my commitment to interview several candidates when I have an opening and I learned a lot about how to ‘script’ challenging conversations involving diversity. It was well organized and polished...[and] the interactive process was great. It raised my awareness regarding the various types of diversity we have on our team. Thank you for this worthwhile training opportunity -- it made a big impact.”

“I have so many notes and nuggets from this presentation! Thank you both for such amazing, helpful, and necessary content. Y’all are a dynamic duo. :)”

“Thank you for your time and thought-provoking conversation. I look forward to using these ideas as a springboard for future conversations, and I hope we have the opportunity to work with you again in the future.”

“Thanks so much for your engaging presentation. We have an acute opportunity to continue to build a hopeful environment to welcome diversity. Thanks for making that happen.”

“Thank you so much for spending time with us today. I found the topic quite interesting, and it was thought-provoking examining the perceptions of both myself and others.”

Pillar 3: Belonging + Business Impact

What is belonging? Belonging is our innate, human need to be an accepted member of a group. We all have a desire to feel included and valued and to be an important part of something greater than ourselves. Sense of belonging is important at UT Southwestern because we want to support each employee feeling connected to the larger community. Sense of belonging is also important because it is directly tied to business outcomes; when we feel that we belong, we achieve higher levels of job performance, engagement, and retention. Not only does the Division of Diversity and Inclusion understand the importance of belonging, we’re dedicated to creating a culture of inclusion to ensure everyone feels part of our community.

To foster a culture of belonging, the Division of Diversity and Inclusion oversees a variety of initiatives. One of these initiatives is supporting UT Southwestern’s Business Resource Groups (BRGs), also known as employee resource groups or affinity groups. BRGs are voluntary, employee-led groups that serve as a resource for members and the organization by advancing diversity, inclusion, belonging, and employee engagement.

The common mission of all six BRGs is to support UT Southwestern’s mission by creating a positive and inclusive environment, facilitating personal growth, institutional advancement, health, and wellness. The groups’ common vision is to embrace a diverse culture of care, trust, integrity, and inclusion.

What business impact has UT Southwestern’s BRGs had? In our most recent annual BRG Engagement survey, we found that 68% of survey respondents agreed the BRGs increased their sense of belonging, 63% agreed the BRGs increased their feelings of inclusion, and 57% said the BRGs enable them to be their full, authentic self at UT Southwestern.
Our six Business Resource Groups (BRGs) provide a source of support for fellow colleagues, foster career development, and promote cultural sensitivity in the workplace. Recent BRG highlights follow.

**African American Employee Business Resource Group**

Formed in 2017, the African American Employee Business Resource Group (AAE-BRG) hosts events that promote networking, mentor opportunities, and career development for all members. In particular, the group is responsible for hosting the annual Black History Month Celebration as well as the Martin Luther King Jr. Scholarship Symposium, along with various professional development lunch and learns and recruitment events.

"Serving as a BRG officer has provided valuable leadership experience and awarded me the opportunity to serve in various capacities at UTSW. Through BRG partnerships and networking events, I have been able to build relationships with mentors and sponsors for professional development and growth."

**Gabrielle Hawthorne**

Business Analyst, IR-AAIR
Chair, African American Employee Business Resource Group

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**Asian-Pacific Islander Business Resource Group**

The Asian-Pacific Islander Business Resource Group (API-BRG) was created in late 2019 and had its kickoff event in January 2020. The API-BRG aims to influence dialogue and promote awareness of the Asian-Pacific Islander culture at UT Southwestern, foster relationships between UTSW and the greater DFW community by engaging UTSW employee members in community outreach and collaboration, and be a resource and a means of communication for the institution. In its first year, the API-BRG has already hosted events on mental health awareness and professional development, as well as a series on nurses in the API community and their work involving COVID-19.

"Serving as a BRG officer has provided valuable leadership experience and awarded me the opportunity to serve in various capacities at UT Southwestern. Through BRG partnerships and networking events, I have been able to build relationships with mentors and sponsors for professional development and growth."

**Gabrielle Hawthorne**

Business Analyst, IR-AAIR
Chair, African American Employee Business Resource Group

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**Suriel Verma and the Asian-Pacific Islander BRG**

Suriel Verma (he/him pronouns) is the Clinical Research Coordinator at UT Southwestern, in charge of managing laboratory information system needs and objectives. He has worked at the Medical Center for more than nine years and been in the health care industry for more than 40 years. Originally from India, Mr. Verma came to Texas by way of Canada in 1979 and has called the DFW area home ever since. He holds a Master of Business Administration from Baker College and an undergraduate degree in biology from the University of Texas Health Science Center at Dallas.

As a manager, Mr. Verma notes that there are routinely challenges that come with the territory, especially when achieving excellence is the goal and when the discoveries at stake might potentially save lives. Mentoring is an important part of his job, which he says often boils down to “leading in the right direction.” In his opinion, it is a leader’s duty to help advance the team toward the right path in order to achieve its goals and advance individuals’ careers.

Mr. Verma brings this same leadership philosophy to another role he serves at UT Southwestern – as Chair of the Asian-Pacific Islander Business Resource Group (API-BRG).

Still in its first year, the API-BRG provides its members opportunities for professional development, peer education, and knowledge development. One of the group’s fundamental goals is to create a “sense of belonging” as well as to “showcase to upper leadership our skill sets and to help our members explore those possibilities that exist within UTSW to foster their career goals and encourage them to participate in activities that can help recognize their uniqueness,” Mr. Verma says.

Connecting and networking are important elements in accomplishing those goals, and he adds that the group is already off to a good start in that regard, even amidst the global pandemic. For example, the API-BRG co-hosted an Asian-PacificAmerican Heritage Month event with Ascend, the largest, nonprofit Pan-Asian organization for business professionals in North America, to highlight the work of UT Southwestern’s W. P. Andrew Lee, M.D., Executive Vice President for Academic Affairs and Provost and Dean of the UTSW Medical School. Another highlight was an event the group held during Nurse Appreciation Week; the API-BRG provided a platform for several nurses to discuss their experience battling COVID-19 on the front lines and to recognize other UTSW health care heroes.

Such networking “allows members to learn from each other and connect with others from different departments.” Mr. Verma says, “I’m definitely proud of every opportunity we have to celebrate our diversity in this community – both within the UT Southwestern community and outside of it.”

Outside of UT Southwestern, Mr. Verma is very active in the DFW community. He is involved in various volunteering opportunities at his temple on Sundays, where he teaches classes, takes photos, edits videos, and attends spiritual courses. He also serves on the city board of Wylie, Texas, where he resides, and he is a member of the Wylie Police Department’s Citizens Police Academy.
Veterans Business Resource Group

The Veterans Business Resource Group formed in 2017 to link veterans and active-duty military, their family members, and military supporters from all branches of the United States Armed Forces. The group hosts UTSW’s annual Veterans Day Celebration and other events that promote networking, mentor opportunities, and career development for all members.

“...In particular, the group is responsible for hosting the Hispanic and Latino Heritage Month Celebration and sends volunteers to the Binational Health Fair. In particular, the group is responsible for hosting the Binational Health Fair. The Veterans Business Resource Group formed in 2017 to link veterans and active-duty military, their family members, and military supporters from all branches of the United States Armed Forces. The group hosts UTSW’s annual Veterans Day Celebration and other events that promote networking, mentor opportunities, and career development for all members."

Kim Evans
Management Engineer I
Veterans BRG Event Coordination Lead

Hispanic-Latino Business Resource Group

Launched in 2017, the Hispanic-Latino Business Resource Group aims to ensure UT Southwestern is a great place to work for Latinos by providing people development, employee engagement, and community involvement opportunities that enhance UTSW’s diversity efforts and drive the institution’s business results. The BRG hosts events that promote networking, mentor opportunities, and career development for all members. In particular, the group is responsible for hosting the Hispanic and Latino Heritage Month Celebration and sends volunteers to the Binational Health Fair.

"Participating in a BRG at UT Southwestern for more than four years and has recently joined the Office of Commercialization and Business Development as its Compliance Manager. Previously, he worked with the Office of Business Affairs, heading the Office of Business and Operational Excellence and focusing on advancing organizational effectiveness and efficiency across academic, research, and administrative functions. He holds a Master of Business Administration degree from Stanford University. He has extensive experience in operations, sales, customer service, risk management, and quality management.

"I was drawn to UT Southwestern because I wanted to be in a situation where my efforts would make a difference," Mr. Rodriguez says. "That was one of the primary criteria I had in choosing the next adventure (job) in my journey, and UT Southwestern continues to provide that opportunity every day in multiple ways.”

In addition to making a difference as an employee, Mr. Rodriguez has formed key relationships and furthered the cause of diversity and inclusion at UT Southwestern by serving as Chair of the Hispanic-Latino Business Resource Group. He says that much in the same way his day job is focused on finding solutions, so too is the Hispanic-Latino BRG, which, like UT Southwestern’s other BRGs, is focused on networking and addressing change in a tangible way.

"You can have such a big impact just by participating," he says. "I'm actually involved in multiple BRGs on campus. For example, I've attended some of the Veterans BRG's speaker series, and while I'm not a veteran, the messages cut across the board. The content is universal, and I encourage everyone to take advantage of the opportunities BRGs offer." UT Southwestern's other BRGs aim to find solutions, so too is the Hispanic-Latino BRG, which, like UT Southwestern’s other BRGs, is focused on networking and addressing change in a tangible way.

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In his time as Chair, Mr. Rodriguez says he has most enjoyed the opportunities to represent his culture with other employees across the institution. One such opportunity that enthusiastically took off in the midst of the pandemic’s shelter-in-place measures was an idea for a virtual cooking series that highlights different aspects of culture through cuisines. "In our specific BRG, there seems to be a huge interest in food shows," he says. "So, because we’re all working remotely, we had a member put together a virtual video series that shows us how to cook different types of ethnic foods. It was an innovative idea that has been a huge success because it meets members where they are amidst this new way of working."

Mr. Rodriguez says the most powerful takeaway his involvement with the BRGs has offered is that people are all more alike than different, despite possible perceptions or preconceived notions.

"I'm more like you than you think," he says. "That’s kind of a weird statement, but I think the more you get to know someone the more you start seeing similarities, even if initially you’ve judged them based on what you’ve heard about them or their appearance. Getting involved, communicating, and networking with others really helps you see that we’re all more alike than different.”

Rudy Rodriguez and the Hispanic-Latino BRG

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"Participating in a BRG at UT Southwestern is a great experience. As someone who’s transitioned from being a member to being an officer, it’s rewarding to see the impact that we can have in our community and within our institution. It is the most diverse experience I’ve had here so far, with a broad mix of departments, roles, and even students! When you join hands with others, your personal effort is multiplied in a wonderful way. And it’s fun! Join us!”

Daffodil Baez
Assistant Director, Clinical Operations, Ambulatory Ops Co-Chair, Hispanic-Latino Business Resource Group

UT Southwestern BRGs are open to all UT Southwestern employees regardless of race, gender, or other status. Mr. Rodriguez notes that all the BRGs are employee-driven, and all the groups are involved in evolving and learning to increase their contributions to their membership and the institution. Every event a BRG holds is a learning opportunity.

"Get involved and help craft a variety of approaches for community building and professional development," he says. "We’ve put on a few events that maybe not a lot of people knew about, so turnout was low, but then with others the room might be virtually packed. With each one, we’re seeing what our members like," he says. "Join a BRG and hone your skills in communication, change management, and leadership."

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LGBT & Allies Business Resource Group

The LGBT & Allies Business Resource Group (LGBTA) was created in 2017 to cultivate an equitable and inclusive working environment where lesbian, gay, bisexual, and transgender employees, and their allies, feel a sense of community and opportunity and where their diversity contributes to the achievement of UT Southwestern’s strategic priorities. The group hosts UTSW’s annual Pride Month Celebration and coordinates UTSW’s participation in the Dallas Pride Parade and other events that promote networking, mentor opportunities, and career development for all members.

"Having the BRGs available as part of the UT Southwestern work environment provides me with a greater sense of belonging and fosters relationships I would not have the opportunity to make across campus. As an officer, I get to collaborate within our LGBTA BRG and with the other leaders, inspiring events and experiences to engage more campus members. Joining a BRG offers an affiliation with peers as well as an expanded community that actively learns from one another."

Lhasa Compton
PGL Analyst, Office of Academic Planning and Assessment Co-Chair, LGBTA Business Resource Group

Women and Allies Business Resource Group

The Women and Allies Business Resource Group, the most recent member of the UT Southwestern BRG family, launched in September 2020 to ensure UTSW is a great place to work for women and their allies and to advance talent from diverse backgrounds while also increasing cultural competence and sensitivity to impact patient care, workplace inclusion, and engagement, both within the UTSW community and with key consumer groups in the culture at large.

“The newly formed Women and Allies BRG is dedicated to empowering our female employees to achieve their full career potential through leadership development opportunities, executive speakers, networking events, and one-on-one mentoring and coaching. We are incredibly excited to be joining such an impactful group of BRGs at UT Southwestern, and I’m personally proud and appreciative of our fantastic co-chairs for taking the concept and making this group a reality.”

Suzanne Farmer
Assistant Vice President, Organizational Development and Training
Executive Sponsor, Women and Allies Business Resource Group

Business Resource Groups Foster Community, Connection Online During COVID-19

During a time when people are more physically distanced, UT Southwestern’s Business Resource Groups (BRGs) have emerged as effective outlets for employees to stay engaged across remote locations. The Office of Institutional Equity & Access’ Division of Diversity and Inclusion (D&I) and BRG leaders realized early on a need to cultivate a sense of connection among employees during the pandemic.

Approximately 7,000 employees of the institution’s more than 18,500-member workforce were working remotely by mid-March. To bridge the gap between workers on their home-based computer screens, the BRGs used creative thinking to maintain programming and forge a “new normal.”

“We had to retool our mission and purpose as a group and see how we could modify our plans to still meet our goals of engaging with our members, promoting diversity, and spreading positivity to the campus,” said Mia Dinh, Internal Auditor II for Internal Audit and Co-Chair for the Asian-Pacific Islander (API) BRG.

Through webinars, faculty and staff who identify as African American, Asian-Pacific Islander, Hispanic-Latino, LGBTQ+, veterans, women, or allies of any of those groups had the opportunity to gather and share support for one another. Event organizers reported especially high attendance for virtual sessions tied to timely topics such as mental health and resilience.

In April, the African American Employee (AAE) BRG hosted the first virtual BRG event to take place during COVID-19, the webinar focused on sexual and domestic violence in tandem with Sexual Assault Awareness Month.

Carrie Christian, Administrative Assistant for the Logistics and Value Analysis Department, shared her personal story of domestic violence, which resulted in the loss of her mother and led her down a path of advocacy. Given the upward trend in domestic abuse at the beginning of COVID-19, the AAE-BRG wanted to provide a space to spread awareness of the signs to watch for and resources available.

Throughout the year, D&I and the BRGs strived to maintain engagement and continue the education, celebration, and commemoration of significant diversity holidays. In May, the Hispanic-Latino BRG held a virtual Cinco de Mayo event. The interactive gathering shed light on the history and significance of the holiday, as well as how Cinco de Mayo has evolved into a commemoration of Mexican culture and heritage.

Also in May, the API BRG held events for both National Nurses Week and Asian American and Pacific Islander Heritage Month. To observe the latter, the API BRG partnered with Ascend Pan-Asian Leaders of North Texas to host an Asian American Leaders Spotlight on UT Southwestern’s very own Dr. W. P. Andrew Lee, Executive Vice President for Academic Affairs, Provost, and Dean of UT Southwestern Medical School. The event allowed Dr. Lee to share insight into his authentic leadership style and inspiring life story. For many attendees, it was a rare opportunity to get to know one of the most senior and well-respected leaders at UT Southwestern.

These efforts continued in June for Pride Month, when the Division of Diversity and Inclusion partnered with the
LGBTA BRG to host a virtual Painting with Pride event – an instructor-led spinoff of Painting with a Twist. D&I also partnered with the Division of Title IX on an event regarding visibility, identity, and advocacy for LGBTQ+ employees in the workplace.

In August, the newly formed Women and Allies BRG held a soft launch that welcomed more than 250 new members.

As the newest addition to the BRG family, the Women and Allies BRG kicked off UT Southwestern’s inaugural Diversity Week, held Oct. 5-9. National Diversity Week was founded in 1998 to raise awareness about the diversity that has shaped—and continues to shape—the United States.

The events from UTSW’s Diversity Week showcased a variety of perspectives and stories from employees. At the start of that week, the Women and Allies BRG held an event where panelists reflected on the contributions to gender equality made by the late U.S. Supreme Court Justice Ruth Bader Ginsburg.

Additional Diversity Week highlights included a fireside chat with Ruben Esquivel, Vice President for Community and Corporate Relations, about his journey to the United States and UTSW. This event was also part of a series hosted by the Hispanic-Latino BRG to commemorate National Hispanic Heritage Month, which honors the cultures and contributions of both Hispanic and Latino Americans. The monthlong celebrations culminated with a special keynote from Dr. Amneris Luque, Professor of Internal Medicine, on cultural awareness and competency in health care, and a leadership spotlight by Dr. Larissa Velez-Daubon, Professor of Emergency Medicine.

On Nov. 11, the Veterans BRG hosted its first virtual signature event for Veterans Day, featuring keynote speaker Col. Victor Suarez and opening remarks by UTSW President Dr. Daniel K. Podolsky.

Col. Suarez is the Assistant Chief of Staff for Logistics/G-4 for the U.S. Army Regional Health Command-Atlantic, in Fort Belvoir, Virginia. He served two combat tours as a commanding officer in Iraq and Qatar.

This commemoration was one of many for the Veterans BRG, which also held a series of events over the summer, including a webinar on “Resilience in Uncertain Times” facilitated by Dr. Ken Deikeva, Associate Professor of Psychiatry and Director of Psychiatry – Medicine Integration.

Looking forward, the Business Resource Groups are excited for what is to come. Though some may have thought the global pandemic would have slowed down UT Southwestern’s BRGs, the affinity groups have clearly proved otherwise.

“Initially, D&I Specialist Keneshia Colwell and I were worried about how we could maintain a sense of community and belonging virtually,” said Dr. Marlette Jackson, Manager of D&I. “We were thrust into this new challenge of ensuring that important cultural events, which have a legacy at UT Southwestern, occurred virtually. Though we had to shift our mindset to navigate this ‘new unusual,’ with the partnership, flexibility, and dedication from our six BRGs, we were able to not only increase engagement but to actually double our BRG membership – and welcomed a new BRG into the family. We’re excited to see what’s next and look forward to continuing this “new unusual” together.”

Virtual Forums Initiate Campus Conversations About Racial Diversity

During a year when protests over racial injustice have gripped the nation, UT Southwestern’s Office of Institutional Equity & Access has found ways to bring the campus together for necessary conversations on race-related issues. The Office’s Division of Diversity and Inclusion (D&I) has sponsored virtual events to keep the UTSW community engaged even as most employees and students have continued to work and learn remotely due to the pandemic.

Between June and October, D&I delivered 36 training sessions on equity, unconscious bias, inclusive team building, and inclusive management to more than 1,750 employees. A conversation about policing with UTSW Police Chief Marcus Lewis was also among the webinars. Additionally, academic leaders have held separate virtual discussions with faculty and students of the institution’s three schools.

“Research shows that African Americans’ mental health suffers in the days after the death of an unarmed Black person. Being constantly reminded of this information on TV and social media takes an additional mental toll,” said Dr. Marlette Jackson, Manager of Diversity and Inclusion. “This is a larger conversation that needs to include how social justice issues impact our health, and as a health care organization, we’re invested in addressing this.”

However, many people feel ill-equipped to have these conversations, and D&I received several inquiries from managers about how to properly talk with their staffs. Dr. Jackson said using campuswide virtual forums helps those who might be afraid to reach out directly. Additionally, D&I provided a list of resources to depart-
ment managers to ensure that they have the proper tools needed to have these conversations. Some employees expressed concern that managers hadn’t spoken to them as Black Lives Matter protests spiked during the summer of 2020.

“I think it’s important that President Dr. Daniel K. Podolsky put out messaging that ‘This is a place you belong.’ It’s valuable to hear that from senior leaders,” Dr. Jackson said. “But we also need to get it from our local, micro-level teams because most people won’t interact with executive leadership. But you do interact with your manager every single day.”

Virtual discussions have featured internal and external diversity advocates and consultants as panelists, often featuring the voices of African American leaders. One of the lessons passed along by the panelists is how institutions should focus on equity.

“Equality is making sure everyone has equal access, but with equity it’s important to understand there are different barriers to entry for different groups and then account for those different obstacles,” Dr. Jackson said. “So when we talk about racial equity, it’s the redistribution of power and resources to folks who may have been historically marginalized and underserved and ensuring that we are now serving those populations.”

In recent months, D&I has also worked closely with campus departments to develop sessions specific to their teams. Three virtual sessions were held for the Human Research Protection Program (HRPP) covering inclusive leadership and management for eight department managers, and two other sessions focused on inclusive team building held for the 30-person department.

Rhonda Olepo, HRPP Director, said following the death of George Floyd in Minneapolis, HRPP leaders and staff felt it important that their department be an example for initiating change.

“The content in the sessions was thought-provoking and nonthreatening,” Mrs. Olepo said. “Following each session, most of the team stayed later to engage in discussions and sharing of experiences that led to a deeper understanding and appreciation of diversity and inclusion.”

Likewise, 70 employees in Communications, Marketing, and Public Affairs (CMPA) attended a webinar on inclusive marketing. “Because CMPA promotes UT Southwestern to multiple audiences in a variety of media, it was important to address the ways bias can sneak into creative decision-making and how we might change our thinking to develop more inclusive content, not only in advertising but in all of our communications,” said Diane McGhee, Director of Advancement Operations.

Dr. Jackson noted it’s critical to understand the harm of unconscious bias, no matter your job. While it’s not possible to change everyone’s mindset, she said the purpose of her office is to de-bias policies and procedures to ensure that equitable access and opportunity exists for employees of all backgrounds.

Moving forward, D&I will continue to hold similar conversations and is using holistic approaches to provide inclusive learning opportunities to employees about issues of equity. For example, the Division has partnered with the six Business Resource Groups (BRGs) to build community and is working with those groups and Talent Acquisition on a new initiative to bring in more diverse employee referrals.
Coats was very much welcomed. UT Southwestern for his fellowship, and here, the Black Men in White Okorodu came to UT Southwestern Medical Center Black Men in White Coats was started. After Duke, Dr. and his friends chatting about this issue. From there, friends, propped up his cellphone, and filmed himself lem. So, what did he do? He gathered some of his knew he wanted to do more to address this prob-

Dr. Okorodudu was a resident physician at Duke and to medical school was actually decreasing. At the time, 2013, the Association of American Colleges put out a report saying that the number of Black men applying it meant to be a minority in the field of medicine. In however, that Dr. Okorodudu really started to feel what 2013, the group did not have a local chapter. So he decided to form one. After reaching out to several UT Southwestern col-

The ultimate goal is to improve the psychological well-being of people of African descent,” says Dr. Awosogba, who serves as the Chapter’s Director of Educa-

He adds that being involved with the organization helps him to be a community resource, which is important because connecting with the community is another primary goal for the group. Over the past two years, the Chapter has participated in fundraisers, hosted social networking events, and launched a mentorship program at Paul Quinn College to assist undergraduate students interested in psychology.

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Addressing stigmas surrounding mental health is a priority for the group, says Dr. Selders, who also serves as Chief of Psychology at Parkland Memorial Hospital.

Path Toward Health Equity: Inclusive Patient Care, Innovative Research, and Improving the Pipeline

Having a diverse workforce whose members feel em-
powered to pursue their passions has resulted in signifi-
cant achievements in UT Southwestern’s path toward advancing health equity. We are proud to have our employees invest so much of their time, interest, and resources into promoting greater diversity, inclusion, and access to care.

Inclusive Patient Care

Black Men in White Coats Initiative

A UT Southwestern physician has made it his mission to get more Black men in white coats. Dale Okorodu-
du, M.D., believes it’s vital for improving health care equity and providing positive role models for children of all races. Dr. Okorodudu was born in Nigeria and lived there for about three years before he came to America with his parents. It wasn’t until medical school, however, that Dr. Okorodudu really started to feel what it meant to be a minority in the field of medicine. In 2013, the Association of American Colleges put out a report saying that the number of Black men applying to medical school was actually decreasing. At the time, Dr. Okorodudu was a resident physician at Duke and knew he wanted to do more to address this prob-

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pendability, enthusiasm, and compassion for patients, guests, and co-workers. The awards are presented quarterly throughout the calendar year. The following employees were selected for their outstanding care and service during the fourth quarter of 2019: Brett Lam-
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UTSW Faculty Who Founded DFW Association of Black Psychologists Connect with Community to Advance Mental Health

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“This is a critical time, and we need to continue to make progress in this area.” says Dr. Robbins.

The DFW Chapter has about a dozen members and expects to grow. In addition to psychologists, the Chapter welcomes other mental health professionals, including counselors, psychiatrists, and social workers.

Meet the Strauss Award for Service Excellence Winners

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Racial Disparities in Heart Failure Explained

Researchers at UT Southwestern have uncovered evidence that the higher prevalence of “malignant” enlargement of the heart among Blacks contributes to the higher incidence of heart failure in this population. The study was published online recently in the journal Circulation, following research led by UTSW cardiologists James de Lemos, M.D., and Alana Lewis, M.D. According to Dr. Lewis, the “study helps explain why African American men and women have disproportionately high rates of heart failure, a significant health disparity that persists despite considerable advances in cardiovascular care.” We hope these findings can help cardiologists identify those at higher risk for developing heart failure and intervene earlier. 

Innovative Research

Dr. Reimold Receives AHA’s Women in Cardiology Mentoring Award

Esteemed cardiologist Sharon Reimold, M.D., UT Southwestern Vice Chair for Clinical Operations and Faculty Development in the Department of Internal Medicine, received the Women in Cardiology Mentoring Award at the American Heart Association’s (AHA) Scientific Sessions conference Nov. 16, 2019. Sponsored by the AHA’s Council on Clinical Cardiology, the award recognizes an exemplary history of mentoring female cardiologists and fostering the professional development of women in a field that is traditionally bereft of women.

“Sharon is at once an exemplar mentor, as recognized by this prestigious award, and a sponsor, always reaching out proactively with ideas to support those around her,” says Joseph A. Hill, M.D., Ph.D., Chief of Cardiology at UT Southwestern. “She’s a role model for us all!”

Improving the Pipeline

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At UT Southwestern, the Division of Diversity and Inclusion collaborates with strategic partners to offer programs and initiatives that promote an engaging and inclusive employee experience. Guided by a commitment to building diverse communities, we’re intentional in who we reach out to and how we connect. We know we must work to effect change beyond UT Southwestern; the issues behind social and economic inequality in health care are larger than any one organization can tackle alone. We have an opportunity – and an obligation – to foster collective movement toward greater diversity and inclusion through our actions and partnerships. In an effort to achieve this goal, we’re working to increase access and opportunity across the DFW community.

Pillar 4: Community Outreach

Dr. Emmett J. Conrad Summer Internship Program

Named in honor of the renowned Dallas African American physician, civic leader, and educational advocate, the Dr. Emmett J. Conrad Leadership Program matches highly motivated college students from Texas’ Senatorial District 23 (South Dallas) with paid internships, mentors, character- and skills-building experiences, and community service projects/programs that will change their lives. Through UT Southwestern’s Office of Institutional Equity & Access, each summer Conrad Program interns are matched to mentors across the campus. Past internship cohorts have included experience in clinical, laboratory, and hospital settings. In addition, interns attend career seminars to learn more about the many professional paths in the health sciences. In its 27 years of sponsoring this program, UT Southwestern has nurtured and trained more than 200 undergrad interns.

In the summer of 2020, adapting to the challenges posed by COVID-19, the Division of Diversity and Inclusion continued the Conrad internship by making it a virtual program. With this unprecedented move, a cohort of 10 students interned in a variety of departments across campus. Through the reimagining of the program, the internship incorporated new curricula but still provided mentorship, professional development, and community-building activities. The revamped program included virtual activities and a new speaker series focused on giving students insight into financial literacy, mental health hygiene, and personal branding. Thanks to innovative thinking and the adaptive commitment of our mentors, the 2020 virtual Conrad internship was a huge success and had a lasting impact on the students involved.

“In the Emmett J. Conrad internship at UT Southwestern, I learned many practical career skills that I can keep and implement throughout my professional career. Although we were in a virtual internship due to the global pandemic, UT Southwestern found a way to still make the most out of our time and talents. Through the virtual workshops and assignments, I have honed my skills as well as learned how to communicate on a larger scale with professionals at different company levels. This experience has taught me how to hold myself accountable for the work that I was assigned and for providing mentors that have guided me in the right direction careerwise.”

Ana Sanchez Alfaro
Diversity and Inclusion Intern, Class of 2021 at the University of North Texas at Dallas

“Thankful for this year’s internship because so much of my experience dealt with self-discipline and execution in the face of distraction. From the speaker series, departmental duties, and professional development meetings, I was able to pinpoint skills that real professionals have and embody. I truly felt accountable for my own professional growth.”

Andrew Whigham
Information Resources Intern, Class of 2022 at the University of Miami

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KwanzaaFest HealthFest Community Event
For more than 30 years, UT Southwestern and other health care institutions, including Parkland Memorial Hospital and Children’s Medical Center Dallas, have partnered with Dallas County Commissioner John Wiley Price annually to host KwanzaaFest HealthFest, a two-day event that addresses the needs of both the underinsured and uninsured through the offering of free health services. UT Southwestern staff and faculty volunteers provide health screenings and informational sessions and facilitate logistics to execute this event, which brings together more than 50,000 people from the Dallas community.

Binational Health Fair
LULAC, the nation’s largest and oldest Latino civil rights group, in partnership with Alliance for Progress, hosts the annual Binational Health Fair, where thousands of North Texans without health insurance receive free medical services. In 2019, more than 500 UT Southwestern students, physicians, and health professionals provided free health screenings for several common conditions such as diabetes, high blood pressure, and high cholesterol. Participants also received free sports physicals and learned about local health resources. The event featured interactive booths for children to learn more about science and health, as well as carnival activities, arts and crafts, and prizes.

Summer Earn and Learn (SEAL) Program
Each year, through the Summer Earn and Learn (SEAL) program, UT Southwestern partners with the Texas Workforce Commission to provide internships on campus for students who have disabilities and are between the ages of 14 and 22. SEAL students garner employability skills training, paid work experience, and, in some cases, permanent employment after graduating from the program.

Greater Dallas Healthcare Diversity Summit
For five consecutive years, UT Southwestern’s Office of Institutional Equity & Access, in partnership with the North Texas Diversity Council, has hosted the Greater Dallas Healthcare Diversity Summit. This event brings together health care and diversity leaders from across DFW to promote inclusion and opportunities for under-served populations to enter and access the health care market in this region.

Marty White on LaunchAbility
Marty White (he/him pronouns) is the Director of Nutritional Services at UT Southwestern, where he’s worked for the past six years, overseeing clinical nutrition, patient meals, and the offerings in various cafes in the hospital and coffee shops. His staff of more than 350 employees is spread out across seven locations on campus and prepares more than 5,000 meals a day.

“Marty White on LaunchAbility”
Marty White is also a partner of UTSW’s LaunchAbility Academy program, an initiative that provides job training services for underserved adults with significant learning disabilities and cognitive disabilities such as autism, Down syndrome, and the effects of stroke. Through his work in the program, Mr. White says he is able to see participants grow and develop both personally and professionally.

“This is a very busy – and very important – job,” he says. “It’s also the best job in town.”

Part of Mr. White’s management strategy in the program involves meeting the participants, or interns, where they are, which means having the flexibility to adjust to an individual’s specific needs.

Summer Earn and Learn (SEAL) Program
Each year, through the Summer Earn and Learn (SEAL) program, UT Southwestern partners with the Texas Workforce Commission to provide internships on campus for students who have disabilities and are between the ages of 14 and 22. SEAL students garner employability skills training, paid work experience, and, in some cases, permanent employment after graduating from the program.

Marty White on LaunchAbility
Marty White (he/him pronouns) is the Director of Nutritional Services at UT Southwestern, where he’s worked for the past six years, overseeing clinical nutrition, patient meals, and the offerings in various cafes in the hospital and coffee shops. His staff of more than 350 employees is spread out across seven locations on campus and prepares more than 5,000 meals a day.

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“Being a manager in the LaunchAbility program requires patience and learning to use your resources,” he says. “If there’s anything serious, you work with the intern’s coach to help the intern understand the expectations of what needs to be done. Sometimes it requires adapting from all involved.”

Since becoming involved in the program in 2014, Mr. White has offered full-time employment to every intern under his watch. Two of these interns are still working for him today.

Mr. White encourages more UTSW departments to participate in LaunchAbility. He sees the program as not only a pipeline for jobs but also an experience that makes work a better place. Historically, people with cognitive disabilities are overlooked and rarely receive traditional jobs, but LaunchAbility is designed to change that by providing its interns with tools and resources needed to succeed in the job market.

“These individuals earn their keep, and they add value,” Mr. White says. “It’s a good story with a good message.”
At UT Southwestern, diversity and inclusion are embedded in the way we care for our patients, foster intellectual growth, and advance innovative discoveries. We are proud to have received recognition for our efforts, all of which result in providing more equitable patient care.
Our Commitment Continues –
Diversity and Inclusion in 2021 and Beyond

Change is constant. Transformation is a choice.

We are building a workforce that reflects the varied backgrounds, perspectives, and narratives of our patients and community. As such, we will continue to make advances in education, research, and patient care so that we can do our part in contributing to a more just and equitable health care environment. This requires investment in all four of our strategic pillars:

Culture + The Employee Experience
We will continue to leverage data-driven insights to better understand the true state of diversity at UTSW and spearhead the policies, practices, and processes that can enhance our individual, team, and company culture for the better.

Belonging + Business Impact
We will create inclusive environments that empower our employees to become change agents and thought leaders in advancing UT Southwestern’s tripartite mission of education, research, and patient care.

Education + Skill-Building
We will contribute to the development and skill sets of our employees by offering new and innovative trainings that provide tangible and actionable strategies for change.

Community Outreach
We will engage the community in building partnerships where we co-create and innovate to solve complex health care challenges.

“The road ahead may be uncertain, but I know UTSW will meet it with fervor, tenacity, and resilience. We remain committed to being a model and a guidepost for inclusive excellence and equitable health care.”

Marlette Jackson, Ph.D.
Manager of Diversity and Inclusion

Learn More
To learn more about the Division of Diversity and Inclusion and our various initiatives, please visit our website at utsouthwestern.edu/about-us/administrative-offices/equity-access/diversity-inclusion/.
Words matter. And they are especially important when we are using them to discuss people, communities, identities, and terms that inform the way we engage with one another. We must be intentional in how we communicate our words and mindful of how our own worldview and conveyance of these terms may be shaped by the identities we hold. That is, we must recognize our own positionality when we use words related to diversity and inclusion and acknowledge how that positionality might impact others.

The terminology we use in D&I changes over time, and definitions can vary greatly across communities and individuals. Because of this, it is a best practice to give the individual or the community receiving the communication the opportunity to provide information on how they identify and want to be addressed. Here, we offer insight into a few key terms and concepts related to the topics covered in this report and within the context of our programs and initiatives. We hope this helps everyone have a better understanding of the people with whom we engage and serves, in general, as a foundation for understanding key terms in the diversity and inclusion field and how we can communicate with one another.

**Allies** Advocates for people from underrepresented or marginalized groups; an ally takes action to support people outside of their own group.

**Belonging** When employees truly buy into the notion that they and others are welcome to bring their full perspectives and true selves to the table.

**Bias** Prejudice in favor of or against one thing, person, or group compared with another, usually in a way considered to be unfair.

**Cultural Competence** A set of values, behaviors, attitudes, and practices within a system, organization, or program, that enables them to work effectively cross-culturally; further, it refers to the ability to honor and respect the beliefs, language, interpersonal styles, and behaviors of individuals and families receiving services, as well as staff who are providing such services.

**Diversity** The condition of being composed of many different types of people, particularly a broad mix of gender identities, races, cultures, sexual orientations, socioeconomic backgrounds, abilities, and additional personal characteristics.

**Equity** The fair and respectful treatment of all people; it also refers to the policies and practices that understand we do not all have the same circumstances and barriers; it is the creation of conditions that allow us all to reach our full potential.

**Ethnicity** A large group of people classed according to a common racial, national, tribal, religious, linguistic, or cultural origin or background; like race, ethnicity is a social construct.

**Gender Pronouns** The set of third-person pronouns that an individual prefers that others use in order to identify that person’s gender (or lack thereof).

**Implicit Bias** An implicit association, whether about people, places, or situations, which is often based on cultural stereotypes and/or mistaken, inaccurate, or incomplete information; it includes the personal histories we bring to the situation.

**Inclusion** An environment where all team members are respected, feel like they’re part of the group, and have equal access to opportunity and involvement.

**Intersectionality** The complex, cumulative way in which the effects of multiple forms of discrimination (such as racism, sexism, and classism) combine, overlap, or intersect, especially in the experiences of marginalized individuals or groups.

**Latinx** A gender-neutral, all-gender, or nonbinary alternative to Latino or Latina.

**LGBTQ+** An acronym for lesbian, gay, bisexual, transgender, and queer/questioning (one’s sexual orientation or gender identity), with an added + to represent all other sexual orientations and gender identities.

**Race** Grouping of humans based on shared physical or social qualities into categories generally viewed as distinct by society.

**Social Justice** Justice in terms of the distribution of wealth, opportunities, and privileges within a society.

**Stereotype** A widely held but fixed and oversimplified image or idea of a particular type of person or thing.

**Transgender** A person whose sense of personal identity and gender does not correspond with their birth sex.