MISSION
Baylor College of Medicine is a health sciences university that creates knowledge and applies science and discoveries to further education, healthcare and community service locally and globally.

VISION
Improving health through science, scholarship and innovation.

VALUES
RESPECT
Integrity
INNOVATION
Teamwork
Excellence
DEAR FRIENDS AND COLLEAGUES OF BAYLOR COLLEGE OF MEDICINE,

Early in my tenure at Baylor it became apparent that the College’s natural pathway to leadership lies in seeking new approaches to applying the knowledge we create to our patients’ bedsides, our trainees’ learning experience and our global community. This led to development of a seven-year Strategic Roadmap that provides the blueprint for leveraging Baylor’s collaborative environments and historic leadership in research to form a new paradigm for integrated health sciences universities. As the achievements highlighted in this book demonstrate, we are already well on our way.

OUR ROADMAP IS BUILT AROUND SEVEN COMPASS POINTS, REPRESENTED BY THE ACRONYM directs.

This report highlights select achievements within each zone of our Roadmap. The achievements presented here are the result of the dedication of thousands of remarkably talented individuals—faculty, trainees, staff, leadership, supporters and others.

I look forward to continuing to share our progress with you.

DR. PAUL KLOTMAN
PRESIDENT & CEO
EXECUTIVE DEAN
BAYLOR COLLEGE OF MEDICINE

DR. PAUL KLOTMAN came to Baylor College of Medicine in September 2010 to take on the roles of president, CEO and executive dean. This report provides highlights of the many achievements of the College over the past five years.
discover the fundamentals of human health & disease
Our location in the heart of the world’s largest medical center provides a unique perspective for research at the College. While Baylor scientists explore at the molecular, cellular, system and organism levels, their focus is to translate discoveries in the laboratory to impact the health of patients locally and around the world.

Building on Baylor’s historic strength in biomedical research, the College has launched new initiatives and expanded existing resources that have produced many achievements over the last five years.

Our Strategic Roadmap encourages continuous innovation through bench-to-bedside approaches that integrate research across all mission areas at the College and in partnership with our affiliates and partners.
THE DAN L DUNCAN COMPREHENSIVE CANCER CENTER joined the elite class of comprehensive cancer centers when it received designation from the National Cancer Institute in 2015. It is one of only 45 centers with this designation in the country.

In 2011, Baylor launched the ALKEK CENTER FOR METAGENOMICS AND MICROBIOME RESEARCH to apply the expertise Baylor amassed as one of three sequencing centers for the HUMAN GENOME PROJECT to the HUMAN MICROBIOME PROJECT, which sequences microbes (bacteria, viruses, fungi) that inhabit the human body.

As of 2015, the Center has been collaborating with more than 300 investigators from Kazakhstan to Colombia and around the world, on over 150 projects impacting diseases such as diabetes (type I and II), cystic fibrosis, irritable bowel disease and cancer.

BAYLOR CANCER RESEARCHERS RECEIVED MORE THAN $187 MILLION from the CANCER PREVENTION & RESEARCH INSTITUTE OF TEXAS IN THE PAST FIVE YEARS.
COLLABORATIVE CENTERS OF EXCELLENCE have been established across the College, including the Computational and Integrative Biomedical Research Center, the Cardiovascular Research Institute, the Alkek Center for Molecular Discovery, the Center for Drug Discovery and the Center for Reproductive Medicine.

Whole exome testing determines the DNA sequence of the protein-coding regions of thousands of genes simultaneously. In 2014, Baylor researchers reported that this new technology provided a diagnosis to 25 percent of the patients referred to the Baylor Whole Genome Laboratory.

Over the past five years, Baylor has continued to be a leader in applying the expertise and knowledge gained from the Human Genome Project, in which the College played a major role, to directly benefit patients.

In 2011, Baylor researchers sequenced the genome of the Beery twins and not only identified the cause of their disease, but were also able to identify a new therapeutic approach that has helped them lead normal lives.

Baylor College of Medicine landed a spot on Reuters Top 100 list of most innovative universities in the world. At No. 47 on the list, Baylor is noted for having executed 59 new technology licensing and options transactions in fiscal year 2014. Baylor is one of only two medical schools in the Top 100.

Baylor College of Medicine was selected as one of two DNA sequencing cores for the NIH Undiagnosed Diseases Network Gateway. The UDN allows patients who suffer from mysterious medical conditions with a genetic basis to apply online to have teams of experts from across the country help solve these difficult cases.
FROM THE LABS is a monthly newsletter that covers the work of Baylor scientists. This sampling, which includes stories from each of the last five years, illustrates the depth and breadth of ongoing work in Baylor laboratories.

2011

- COMPONENT FOUND IN COMMON SUPPLEMENT MAY REDUCE FATTY LIVER, IMPROVE INSULIN SENSITIVITY. 
  *Nature*

- PROTEIN INTERACTION NETWORK PROVIDES A MAP OF AUTISM SPECTRUM DISORDERS. 
  *Science Translational Medicine*

2012

- FRAMEWORK FOR NATIONAL PATIENT SAFETY GOALS WITH USE OF ELECTRONIC MEDICAL RECORDS. 
  *New England Journal of Medicine*

- CHILDREN RECEIVING DONOR HEART HAVE NEW CHANCE FOR SURVIVAL. 
  *New England Journal of Medicine*
In 2010, leaders in cancer research were asked by the editors of the journal, Nature Medicine, to identify the most important cancer papers of the previous two years. **THE SECOND MOST SELECTED PAPER** focused on high-throughput sequencing of tumor DNA.

invest in the human and technological resources necessary for innovation.
The intellectual capital generated by our faculty is the College’s most valuable resource. Investing in our future means investing in our people. Thus, a vital component of the College’s Strategic Roadmap focuses on investment in our people through faculty development, career development for our trainees, and recruitment of both rising young stars and established leaders.

For our faculty to succeed, we also need to invest in the technology they need to translate their ideas from concept to reality. From providing state-of-the-art facilities for healthcare, research and education to developing new information architecture and institutional infrastructure for sharing resources and talents, strategic investments empower our people to fulfill their full potential.
THE MCNAIR CAMPUS, a 35-acre tract adjacent to the Texas Medical Center, has provided the space needed to expand and enhance clinical operations in support of the College’s mission.

The Baylor College of Medicine Medical Center is currently in development as the new home for many of the College’s adult outpatient practices. The first practices moved into this facility in 2013.
The DAN L DUNCAN INSTITUTE FOR CLINICAL AND TRANSLATIONAL RESEARCH, which opened in 2010, supports and promotes translational and clinical research efforts and education at Baylor College of Medicine and its partner institutions. The ICTR has regulatory, clinical research support, and informatics teams that work in conjunction with the investigators to oversee more than 4,000 clinical protocols.

THE ADVANCED TECHNOLOGY CORES were established in 2010 to centralize all of the existing core facilities and be more responsive to researchers’ needs. These 23 Cores—up from six in 2010—provide access to cutting-edge technology and training for all researchers at the College.

Funded through a combination of philanthropy and grants, the Cores are able to offer services to Baylor researchers at about 50 percent of the actual cost of the service.

This image of a cardiac section was taken with the cutting-edge image tools available to all Baylor researchers through the Optical Imaging and Vital Microscopy Core.
In 2015, the College established a FACULTY SENATE. It has been a time of tremendous investment in both faculty and leadership for BAYLOR COLLEGE OF MEDICINE.

The College’s evolution from four separate schools into a coordinated health sciences university led to the recruitment of BAYLOR’S FIRST PROVOST, Dr. Alicia Monroe. Since her arrival, Dr. Monroe has developed a centralized infrastructure that includes the Office of the Provost, Office of Student Services, Office of Institutional Diversity, Career Development Center, and Student Wellness Services.

Since 2010, BAYLOR has added 1,200 NET NEW FACULTY POSITIONS.

New faculty recruits have included many who have taken on key leadership roles at the College.

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Over the last five years, Baylor faculty have been elected to lead many national scientific and medical societies, including:

- American Association of Clinical Endocrinologists
- American Association of Hip and Knee Surgeons
- American Association for Thoracic Surgery
- American College of Psychiatrists
- American Dermatological Association
- American Neurotology Society
- American Surgical Association
- American Society for Nutrition
- American Society for Reproductive Medicine
- Association of Academic Surgery
- Association of Professors of Medicine
- Association of Professors of Obstetrics and Gynecology
- Association of VA Surgeons
- Gordon Research Conferences
- International Neurotoxin Association
- National Association of Geriatric Education
- North American Spine Society

BAYLOR FACULTY FREQUENTLY RECEIVE HONORS FOR THEIR CONTRIBUTIONS TO SCIENCE AND MEDICINE, INCLUDING ELECTION TO ELITE ORGANIZATIONS.

**NATIONAL ACADEMY OF SCIENCES**

Dora Angelaki, PhD
Arthur L. Beaudet, MD
C. Thomas Caskey, MD
Wah Chiu, PhD
Mary K. Estes, PhD
Bert W. O’Malley, MD
Martin M. Matzuk, MD, PhD
Salih J. Wakil, PhD
Huda Yahya Zoghbi, MD

**ASSOCIATION OF AMERICAN PHYSICIANS**

Carol Baker, MD
Christie Ballantyne, MD
Arthur L. Beaudet, MD
Malcolm Brenner, MD, PhD
Lawrence Chan, MBBS, DSc
David Corry, MD
Hashem El-Serag, MD, MPH
Tony Eissa, MD
Mark Entman, MD
Helen Heslop, MD, DSc (HON)
Peter Hotez, MD, PhD
Farrah Kheradmand, MD
Paul Klotman, MD
Brendan Lee, MD, PhD
William Mitch, MD
Bert O’Malley, MD
C. Kent Osborne, MD
Laura Petersen, MD, MPH
William Shearer, MD, PhD
Wadi Suki, MD
Perumal Thiagarajan, MBBS

**INSTITUTE OF MEDICINE**

Bobby R. Alford, MD
Arthur L. Beaudet, MD
Dennis M. Bier, MD
William R. Brinkley, PhD
William T. Butler, MD
C. Thomas Caskey, MD
Mary K. Estes, PhD
Richard A. Gibbs, PhD
Peter J. Hotez, MD, PhD
Brendan Lee, MD, PhD
James R. Lupski, MD, PhD, MSC
Bert W. O’Malley, MD
Huda Y. Zoghbi, MD
reach the community locally, nationally, and globally
IN 2013, BAYLOR COLLEGE OF MEDICINE CELEBRATED ITS 70TH ANNIVERSARY IN HOUSTON as the 1ST INSTITUTION IN THE TEXAS MEDICAL CENTER,

Our focus on service has benefited Houstonians from all walks of life and has expanded globally to sub-Saharan Africa, South America and the Middle East.

Through our Strategic Roadmap, the College is expanding and building on our existing community relationships to facilitate lifelong care of the populations we serve.
Baylor College of Medicine was the 2nd place finalist for the Association of American Medical Colleges 2013 Spencer Foreman Award for Outstanding Community Service.

BAYLOR GLOBAL INITIATIVES was established in 2014 with a mission to make meaningful and innovative contributions in the transformation of global health through education, training, research, capacity building and patient care.

Baylor Global Initiatives developed an Emergency Smart Pod, which can deploy within hours of an epidemic or other medical emergency, bringing clinical technology and expertise where and when it is needed most.

Baylor’s first Global Health Hackathon brought together students, faculty and other experts from around the country to develop solutions to global health problems in 24 hours. The winners developed an inexpensive endoscope for use in areas with low resources.
At Baylor, the definition of community expands beyond our fellow Homo sapiens, to include our neighbors at the Houston Zoo. A baby elephant born in 2012 was named Baylor in recognition of the ongoing advances made by the College’s research team to significantly reduce the threat of the deadly elephant herpes virus. In 2015, faculty and students from the orthotics and prosthetics program partnered with the zoo to create a prosthetic for Smaug, a Komodo dragon.

In 2013, the Baylor International Pediatric AIDS Initiative celebrated the **10-YEAR ANNIVERSARY** of the opening of the **BOTSWANA-BAYLOR CHILDREN’S CLINICAL CENTER OF EXCELLENCE**. BIPAI operates a network of clinical centers in Africa and in Romania that treats over **200,000 HIV INFECTED CHILDREN** —more than any other organization worldwide.

The **BIPAI TEEN CLUB INTERNATIONAL** is the world’s largest network of support for adolescents living with HIV. Over the past five years it has expanded so that the network of “Teen Clubs” now includes programs in Botswana, Lesotho, Malawi, Uganda, Swaziland and Tanzania.

**NEW BIPAI CENTERS OPENED IN THE PAST 5 YEARS** include clinics in Tanzania, Swaziland, Lesotho and Papua New Guinea.
Baylor faculty, staff and trainees have always given generously of their time to help those in need. In 2015, the College instituted a new policy that allows all faculty and staff to take one day off per year to volunteer.

Students, faculty and staff joined together for the fourth annual Wellness 5K Race and Walk in October, 2015 to raise funds for medical-student initiated community service projects.

In 2012 Harris Health System opened the SMITH CLINIC, the system’s first outpatient specialty facility. Within the Clinic are patient care sites, staffed by Baylor physicians, including The Lester and Sue Smith Breast Center, Smith Infusion Therapy Clinic; Smith Diagnostic Imaging Department; and Smith Oncology Clinic. The facility enhances and expands specialty care for patients formerly seen at hospital-based clinics located at Ben Taub Hospital.

Sharing a hometown with NASA’s Johnson Space Center means Baylor’s outreach goes beyond global. Building on decades of close collaboration between these two powerhouses of scientific innovation, the College launched the world’s first SPACE MEDICINE TRACK for medical students in 2012. Former astronauts Dr. David Hilmers and Dr. Leroy Chiao are two of the Baylor faculty members involved in the Center for Space Medicine. This unique academic center is dedicated to space biomedical research with a focus on translating space advances to benefit health on Earth.
The Baylor College of Medicine Teen Health Clinics have expanded their role as a comprehensive medical home for the underserved in our community with the establishment of clinics for inner city youth in the Fifth Ward, Third Ward, Kashmere Gardens, Sunnyside and Acres Homes.

**THEIR IMPACT OVER THE LAST FIVE YEARS INCLUDES:**

- **Reducing teen pregnancy rates at four school-based clinics**
  - **in 2011** from **12%**
  - **today** to **5%**

- **Expanding opt-out rapid testing for HIV screening and treatment**
  - **from** 9,841 **youths screened**
  - **to** 19,204 **youths screened**

**Plus, a 300% increase of vaccinations** among patients with the greatest uptake for HPV and meningococcal immunizations.

The **10 TEEN HEALTH CLINICS** provided primary, reproductive health and counseling services to **30,000 adolescent and young adult patients in 2014.**
generations of lifelong learners dedicated to excellence in biomedical research, patient care, and education.
Training successful scientists and healthcare providers neither begins nor ends with graduate degree programs. Baylor, in collaboration with the Houston Independent School District, launched the Michael E. DeBakey High School for Health Professions in 1972, the first school of its kind in the nation. Today, through curriculum development, teacher training and partnerships with schools from sixth grade through college, Baylor is recognized nationally as a leader in development of pipeline programs that increase opportunities for students to access careers in medicine, science and the health professions.

Whether in the form of continuing medical education for physicians, programs to enhance the skills of educators or training in new technologies for researchers, the College supports lifelong learning for our faculty, alumni and peers.
The **NATIONAL SCHOOL OF TROPICAL MEDICINE AT BAYLOR**, led by founding dean Dr. Peter Hotez, launched in the fall of 2011 to train healthcare providers in recognizing and treating tropical diseases. It currently offers a diploma in tropical medicine and new educational programs are in development.

Building on the College’s success with a network of high schools in Houston and surrounding areas, the **BAYLOR COLLEGE OF MEDICINE ACADEMY AT RYAN** opened in 2013. The first middle school in the College’s network.

In addition to the DeBakey High School and Ryan Academy, Baylor’s network of magnet schools, in collaboration with local school districts, includes—

- Health Science Academy at Foy H. Moody High School
- John B. Alexander High School Magnet for Health Sciences
- Rising Scholars Academy of South Texas
- South Texas Academy for Medical Professionals
- South Texas Business, Education and Technology Academy
- South Texas High School for Health Professions
- South Texas Preparatory Academy
- The Science Academy of South Texas
Following the recommendations of the Institute of Medicine, Baylor’s graduate program in nurse anesthesia shifted its degree program to a **DOCTOR OF NURSING PRACTICE**, graduating its first class of DNPs in 2012, leading a trend toward better prepared health professionals.

Baylor started the **MASTER OF SCIENCE IN ORTHOTICS & PROSTHETICS PROGRAM** in 2013, in response to growing needs for these services from patients facing loss of limb and mobility from disease and injury. Part of the School of Allied Health Sciences, it offers a unique integrated residency program.

**THE SURGICAL SIMULATION CENTER** in the Michael E. DeBakey Department of Surgery re-opened in 2014 after a $2 million renovation.

The Baylor Simlympics team was crowned **NATIONAL CHAMPIONS** in 2014 and 2015 and went on to become international champions both years.
create the learning health delivery system of the future
In partnership with Catholic Health Initiatives at Baylor St. Luke’s Medical Center and with our affiliates throughout the Texas Medical Center and beyond its borders, Baylor is creating a new model for high-quality, high-value care delivery for patients.

In keeping with the College’s commitment to lifelong learning, one of the main avenues through which Baylor fulfills its mission of improving healthcare is by engaging healthcare providers in continuing education initiatives that supports continuous improvement in patient care.
A 2013 affiliation between Baylor, Texas Children’s Hospital and the Children’s Hospital of San Antonio expanded the reach of our world-class pediatric training and care to the first-and-only freestanding children’s hospital in the Alamo City.

The hospital affiliation has also expanded opportunities for physicians-in-training, including the first class of Baylor residents that began their training there in 2015.

The 7,300 square foot Bobby R. Alford Education Center integrates state-of-the-art educational space within the Baylor College of Medicine Medical Center. The Center offers interactive programming for trainees and health professionals.

Baylor College of Medicine and Baylor St. Luke’s Medical Center teamed up to create the First Comprehensive Lung Institute in Texas, led by lung disease expert and surgeon Dr. David Sugarbaker.

The Center for Collaborative and Interactive Technologies at Baylor successfully re-competed for a partnership with the Agency for Healthcare Research and Quality in 2014, to support the John M. Eisenberg Center for Clinical Decisions and Communication Science. As part of its activities, the Eisenberg Center develops summaries of research evidence across a wide variety of topics, providing education for clinicians and patients to support healthcare decision-making.
Baylor faculty members influence national and international guidelines and policies in healthcare. Examples include:

**Dr. Peter Hotez**, professor and dean of the National School of Tropical Medicine, chosen as a U.S. Science Envoy.

Experts from the **Center for Medical Ethics and Health Policy** at Baylor served as editors of a special issue of the *Journal of Law, Medicine & Ethics*, which gave policy makers the tools to begin establishing appropriate policies to address the rapidly evolving use of genetic sequencing technologies.

Baylor researchers at **IQuest at the Michael E. DeBakey VA Medical Center** pursue science to advance the health of veterans and the nation, as well as to ensure the delivery of patient-centered discoveries. In the last five years, 62 papers published by IQuest researchers have impacted clinical guidelines, health policy, or Institute of Medicine Reports.

The IQuest Hall of Fame features papers authored by Center researchers that have had significant influence.
translate

our discoveries into new diagnostics, treatments, & cures
As both a research institution and a clinical enterprise, Baylor College of Medicine provides a unique opportunity to integrate healthcare providers and researchers to address important healthcare issues. Commercialization with industry partners supports the translation of the ideas generated in our laboratories and clinics to practical applications that can be used in clinical settings around the world to diagnose, treat and cure disease.

Over the last five years, the College has made significant investments to expand the infrastructure necessary to support faculty with innovative approaches to take the steps necessary to bring their work to market. New training initiatives have been developed to help faculty understand the processes involved in obtaining patents and licensing as well as to support and encourage entrepreneurship among faculty members. Pilot funding and infrastructure have also been added to nurture early phase research with potential for clinical commercial applications. The College’s Strategic Roadmap builds on the progress made to date to translate best practices and newly developed therapeutics to the bedside with further expansion of resources and infrastructure.
Over the past five years, the Baylor Licensing Group has significantly expanded its role to bring faculty discoveries from the bench into commercial production.

Through providing pilot funding and other support, the BLG works with Baylor faculty to advance research into promising approaches to treat and diagnose disease.

Advancing ovarian cancer treatment with microRNAs
Using potassium-channel modulation as a therapeutic strategy for chronic inflammatory disease
Developing a novel treatment for systemic infection

Testing a new non-invasive device for early diagnosis of glaucoma
Developing compounds to enhance cognitive function
Developing a novel therapeutic strategy to accelerate wound repair
Developing novel pharmacological interventions to treat leukemia
Created in 2012, the CENTER FOR DRUG DISCOVERY helps investigators identify and develop compounds that will further their research pursuits and lead to new therapeutics.

One molecule under development may point the way to an effective male contraceptive.

Other promising developments include potential therapeutics for pancreatic, uterine, breast, bladder and lung cancer; retinal diseases; emphysema; hypertension; heart disease; and cocaine dependence.

Through a joint venture with Miraca Holdings Inc., formed in January 2015, the College and this Japan-based, international healthcare company are now co-owners of BAYLOR MIRACA GENETICS LABORATORIES. Built on Baylor’s existing Medical Genetics Laboratories, the jointly-owned clinical diagnostic venture is headquartered in Houston.
sustain an operationally excellent and fiscally stable platform
Baylor College of Medicine is a strong institution, not only in its academic offerings, research and patient care, but also in its operations.

A strong and sustainable financial platform is critical to the success of all the College’s initiatives. The College’s Strategic Roadmap calls for identification of new revenue streams to advance Baylor’s mission locally, nationally, and globally. Baylor has emerged as a leader in development of innovative partnerships for new revenue streams.

Thanks to the generosity of our donors, philanthropy supports strategic investments that further our mission. The McNair Scholars Program, an initiative of the McNair Medical Institute, funded by the Robert and Janice McNair Foundation, is one example of donor’s innovative approach to philanthropic support. Through this program, scientists in four areas of biomedical research—neuroscience, juvenile diabetes, breast cancer and pancreatic cancer—are recruited to Baylor. Today there are 13 McNair Scholars at the College.
In January 2014, the College entered into a joint venture agreement with Catholic Health Initiatives, becoming co-owner of Baylor St. Luke’s Medical Center. In an article about this venture, the academic medicine focused blog, Wing of Zock, referred to this arrangement as an excellent, of-the-moment example of the type of reinvention necessary for academic medical centers to fulfill their missions of education, healthcare and research. **THIS MODEL OF A JOINTLY OWNED HOSPITAL WITH SHARED GOVERNANCE IS UNIQUE IN ACADEMIC MEDICINE.**

In addition to an equity interest in the Medical Center, other financial benefits from the partnership within the Houston region and 50/50 governance of the hospital, the College is also working with CHI to identify clinical and academic programs that can be leveraged across CHI’s national footprint. CHI is one of the nation’s largest health systems, operating in 19 states.
Baylor was awarded a 2015 TOP WORKPLACE honor by the Houston Chronicle.


With the launch of the BCM BEWELL program in 2013, the College ramped up its wellness offerings for faculty and staff. In 2015, THE COLLEGE RANKED 29TH IN A NATIONWIDE LIST OF THE TOP 100 HEALTHIEST WORKPLACES.

The Donor Wall at the Baylor St. Luke’s Medical Center, McNair Campus recognizes donors who made significant gifts to the Best Minds Best Medicine Campaign, which ran from July 2003 to June 2013. The generosity of more than 30,000 DONORS helped the BEST MINDS BEST MEDICINE CAMPAIGN EXCEED ITS $1 BILLION GOAL FOR INITIATIVES IN EVERY MISSION AREA, an achievement recognized by the Council for Advancement and Support of Education with CASE Educational Fundraising and Sustained Excellence in Fundraising Awards in 2014.

Based on a survey of current employees, this honor demonstrates a high level of satisfaction among current employees, supporting a sustainable workforce.
For more information about the items featured in this report, as well as additional highlights from the last five years at Baylor College of Medicine, visit www.bcm.edu/2015report.
KEEP UP TO DATE ON ALL THE LATEST ADVANCES FROM BAYLOR COLLEGE OF MEDICINE.

FROM THE LABS
fromthelabs.bcm.edu
Subscribe to this monthly newsletter to keep informed on the latest developments in research from Baylor College of Medicine.

MOMENTUM
momentumblog.bcm.edu
Follow the Momentum blog for all the latest health news and updates on medical education, healthcare, community programs and events at Baylor College of Medicine.

The Roy and Lillie Cullen Building's designation as a RECORDED TEXAS HISTORIC LANDMARK in 2015.