

The Dean's Newsletter: April 16, 2001

Table of Contents

- ▾ [Goals for Future Newsletters](#)
- ▾ [Governance Changes in the Office of the Dean](#)
- ▾ [Diversity and Minority Affairs](#)
- ▾ [Update from the Medical Center](#)
- ▾ [Executive Committee](#)
- ▾ [Appreciation](#)

Goals for Future Newsletters

Hopefully you have received and had an opportunity to review the [first issue](#) of the Dean's Newsletter in which I outlined some of the strategic initiatives I envision for the Medical School during the next several years. In the future, all issues will be posted on the Medical Center Home Page. I welcome your input and was pleased to receive comments regarding the [April 2nd Newsletter](#) from medical and graduate students, postdoctoral fellows, junior and senior faculty and department chairs. Their comments were very helpful, affirming the various directions I had outlined, as well highlighting some areas or issues of priority.

Future Newsletters will report various events or issues as I see them. I am currently planning on sending a Newsletter every other week, generally on Mondays, during the academic year. Again, I am providing these communications largely for information but welcome feedback or suggestions. The success of our future efforts will surely be enriched by the active participation of our students, trainees, faculty and staff in defining the success of our school. Also, if you have comments or suggestions as well as announcements of events of general interest, or notice of honors or awards received by yourself or a member of your group, please let me know so that this good news can be shared with our whole community. Please address your queries and comments to: deansnewsletter@med.stanford.edu

Governance Changes in the Office of the Dean

In order to begin implementing the various strategic initiatives that I outlined in the [April 2nd Newsletter](#), it is essential that an outstanding leadership team be assembled within the Office of the Dean. During the last months, including before my official arrival, I have had discussions with many faculty and leaders regarding the School's Governance. This has led to some reorganization of responsibilities to better align key mission objectives.

Before I present the revised organizational governance, I want to thank the individuals who have served in key roles during the past several years. First and foremost is Dr. Gene Bauer who did an outstanding job in sustaining and enriching the School during the difficult transitions of the Stanford-UCSF merger and then de-merger. I am very pleased to be working with Dr. Bauer in his current role as Vice President for the

Medical Center. I am also very pleased to be working closely with Mr. Mike Hindery who has done a truly superb job as Senior Associate Dean for Finance and Administration.

I would like to thank Dr. Richard Popp, who did such an excellent job as Senior Associate Dean for Academic Affairs, and Dr. Harry Greenberg for his numerous and important contributions as Senior Associate Dean for Research. Dr. Peter Gregory, Senior Associate Dean for Clinical Affairs and Chief Medical Officer at Stanford University Hospital, has also announced his retirement but has agreed to continue in his current role through August. Also, Dr. Phyllis Gardner has recently announced her decision to step down as Senior Associate Dean for Education and Student Affairs in order to pursue her interests in medical information technology and distance learning, areas where she has made very significant contributions.

In defining the new organizational structure and governance, my overarching goal has been to optimally align functions with key missions. A second but equally important goal has been to attract outstanding individuals who would engage other faculty, especially more junior faculty, to work with them. Finally, with rare exception, I felt it very important for individuals serving as Senior Associate Deans to do so for specific, albeit potentially renewable terms, so that they could also continue their primary work in research, education or clinical care. Accordingly, nearly all of these positions will be part-time. This means that accomplishing the work will require engaging new standing committees with administrative support.

Based on this, the new organization, recent appointments include:

- Senior Associate Dean for Academic Affairs: Dr. David K. Stevenson, Harold K. Faber Professor of Pediatrics and Director of Neonatology and the Johnson Center, will begin officially on June 1st.
- Senior Associate Dean for Research and Graduate and Postdoctoral Student Education: Dr. W. James Nelson, Munzer Professor and Chair of the Department of Molecular and Cellular Physiology will begin on May 1st. Professor Nelson plans to step down as Department Chair in order to devote the requisite time to this new position.

I am enormously pleased that Professors Stevenson and Nelson have agreed to assume these important new responsibilities. In the very near future they will be outlining the ambitious goals they will seek to accomplish and I will communicate these to you in future Newsletters.

In addition, plans are underway regarding the other important Senior Associate Dean Positions, including:

- Senior Associate Dean for Medical Student Education. I am appointing an advisory committee to help find the very best individual for this enormously important position. I have communicated previously that education is among my very highest priorities and I look forward to working closely with the Faculty

Senate, students, and faculty at large to develop a curriculum that respects flexibility and innovation and that trains thought leaders and physician-scientists. Accordingly, appointing an outstanding individual to this position is critical. We will not restrict our search to the Stanford community and I am interested in any suggestions that you might wish to share.

- Senior Associate Dean for Clinical Affairs. As noted above, I am most appreciative that Dr. Peter Gregory will continue in this position through August. We are currently evaluating how to organize this important role to serve our clinical faculty in light of the many changes occurring within the Medical Center. Additional details are forthcoming.
- Senior Associate Dean for Medical Information and Learning Technology. This position does not currently exist but we are examining its development in light of the enormous opportunities that exist and their impact on education, clinical care, research and communication.

Diversity and Minority Affairs

On Wednesday, April 4th I met with Drs. Fernando Mendoza, Gabriel Garcia, Ron Garcia, Ellen Porzig, Phyllis Denney, Oscar Salvatierra and Ms. Charlene Hamada to learn more about the diversity and minority programs at Stanford. First I want to congratulate the individuals with whom I met about their impressive efforts to date. However, we all agreed that there is more that should be done to improve diversity among our community. Accordingly, I charged this group to consider what additional steps might be pursued and whether these could be more successful under the auspices of an Office for Student and Faculty Diversity within the Office of the Dean. I will report back to you about this most important issue in a future Newsletter. If you have interests or opinions to offer that will help further this review, please contact Dr. Fernando Mendoza.

Update from the Medical Center

As you surely know from the local newspapers and from various internal communications, the Medical Center and especially Stanford University Hospital, is experiencing serious financial challenges in the wake of the failed merger with UCSF. This has resulted in very significant projected losses from operation, on the magnitude of \$40 million dollars in FY01 (the current fiscal year, which ends on August 31, 2001) and the potential for even larger losses in FY02. To address these critical challenges and reduce the projected operating losses, a "Turnaround Committee" chaired by Dr. Gene Bauer has been assembled that includes Hospital CEO's, Hospital Finance and Operations, the Dean, and senior faculty to address every approach possible to improving the current serious scenario. If unabated, continuation of such losses could threaten the financial viability of Stanford University Hospital. The Committee is working aggressively to reduce these losses. It is important to recognize that while the Lucile Packard Children's Hospital is part of the Medical Center and also faces the severe challenges from managed care and health care reimbursement system in northern

California, its overall financial health is more secure at this time.

As you may also know, because of the recent announcement by Malinda Mitchell, the current CEO of SUH, that she will soon retire, a Search Committee has been appointed and is working with Korn-Ferry. An aggressive timeline has been established with the goal of appointing a new CEO for Stanford University Hospital this summer.

During the next 2-3 months, the Turnaround Committee will be addressing all programs within the Medical Center and, where necessary, making the difficult choices and decisions regarding their continued support. It is of course ironic that while this is happening, both Hospitals are filled with patients and yet are still losing money. This is because the reimbursement for the care provided pays only a portion of the cost of care. The real problem is the inadequate payment for care from insurers and HMOs, making the ultimate solution a fundamental change in health care financing. This will necessarily engage both private and public agencies (i.e., state and federal government) employees and consumers, and it will be important for our University and Medical School to take proactive stands for change. I will do my best to engage in these issues.

Executive Committee

The School of Medicine's Executive Committee includes Department Chairs and Senior Deans and has had the responsibility for reviewing academic appointments and promotions. Because this is the most senior leadership group in the School, I discussed at the April 7th meeting the important role that the Executive Committee should also play in overseeing issues and programs important to the Schools missions and future. In addition to the various topics that I outlined in my Strategic Initiatives that were shared with department chairs and faculty leaders, some of which are highlighted in the [April 2nd Newsletter](#), I asked the Executive Committee to recommend topics that they felt important to consider in forthcoming meetings. Among those topics suggested by members of the Executive Committee include:

1. **Future goals of the educational program:** What type of physician should the School try to recruit and train? What is the mission? What is the admission process?
2. **Housing for students, postdoctoral fellows, and faculty:** How can the School help to address the housing problem?
3. **Space Planning Post-GALE:** Short- and long-term planning.
4. **Curriculum:** Defining the basic science and clinical science curriculum and postgraduate review.
5. **Relationship between the Executive Committee and the Faculty Senate:** Steps to be taken in order to avoid parallel planning and processing.
6. **Budget:** To gain a better understanding of the flow of funds of the School of Medicine and where the School is financially. How are operating budgets formulated? This item will need a series of serious discussions and review of all relevant data.
7. **Important issues affecting the School:** Discuss, deliberate and advise on

important issues affecting the School of Medicine. Determine the process and discuss the goals, assuring quality within the faculty.

8. **Departmental issues:** Learn how other departments function. A short presentation by the department chair or representative.

If you have suggestions for additional topics that should be considered (other than those listed above or included in the [April 2nd Newsletter](#)) please let me know by responding to the above noted address.

Appreciation

During the past couple of weeks since my arrival I attended functions that I would like to acknowledge:

- **Dr. Thomas Quertermous**, Professor of Medicine and his colleagues gave an impressive presentation on April 2nd to a Site Visit committee about the work they have accomplished since the inception of the Donald Reynold's Cardiovascular Clinical Research Center two years ago.
- **Dr. Branimir I Sikic**, Professor of Medicine (Oncology and Clinical Pharmacology) and Program Director for the GCRC (General Clinical Research Center) and his colleagues did an outstanding job in preparing the grant and presentations to a Site Visit Team on April 10th.
- **Dr. Parvarti Dev**, Director of SUMMIT and her staff, provided me with a wonderful introduction to the work they are conducting on the Web-based curriculum, the exciting research accomplishments in virtual reality learning, and the opportunities for developing a global campus. I was very impressed.