

The Dean's Newsletter: October 1, 2001

A Message From Dr. Bauer

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Six Months Already

It seems amazing, at least to me, to think that six months have already passed since I began as Dean on [April 2, 2001](#). I want to thank the many faculty, students and staff who have welcomed me and who have been so enormously helpful during my introduction to Stanford. Your wisdom, support, advocacy and engagement has been notable and deeply appreciated.

I fully recognize the many important challenges we have and will continue to face during this exciting time in education, biomedical research, and health care delivery. I believe that the months and years ahead will shape the future of medical education and research and that we must play an important role in that process. I look forward to working with you during the next six months as we address the strategic initiatives I outlined in the [September 17th Newsletter](#). Indeed, during the next six months we will begin to address the important priorities we will need to establish at Stanford in education, research and clinical care. These will further define our directions in education and the "Learning and Information Center" where they will occur. We will also need to address our research directions within the School and their relationship to other Schools at Stanford, as well as the public and private resources that connect us to our global community. As with our mission in education, setting our priorities in research will help define what additional research facilities will be necessary during the next decade to achieve our objectives. Similarly, we will need to focus further on our clinical mission, both in its impact on patient care as well as in medical and graduate student education and as the beneficiary of our efforts in clinical research. Ultimately, these and our related goals and objectives will help assure that Stanford be the leading research intensive School of Medicine that improves the lives of children and adults through education, clinical innovation and biomedical research.

We have a lot to do but I look forward to working on these enormously important issues with you in the months and years ahead.

Welcome to the Biosciences Graduate Students Entering Class of 2001

During this past week we had the opportunity to welcome the Biosciences Entering Class of 2001 to Stanford. This year's class includes 98 students who will pursue

graduate studies at Stanford. It was a pleasure to personally welcome the entering class at a dinner on Tuesday September 25th.

Special thanks must go to Dr. Karla Kirkegaard, Professor of Microbiology & Immunology and Dr. Tim Stearns, Associate Professor of Biological Sciences, for their work as Co-Chairs of the Committee on Graduate Education and Policy. The Schools of Humanities & Sciences and the School of Medicine participate in the Biosciences Graduate Education Program that permits students to align with 12 Home Programs. These include Biochemistry, Biological Sciences, Biophysics, Cancer Biology, Developmental Biology, Genetics, Immunology, Microbiology & Immunology, Molecular & Cellular Physiology, Molecular Pharmacology, Neurosciences and Structural Biology.

The Biosciences Graduate Education Program at Stanford ranks among the very best in the world, largely because of the contributions of our faculty and students and the exceptional resources within and around the University. I also want to thank our leadership in the School of Medicine, including Dr. W. James Nelson, Rudy J. & Daphne Donohue Munzer Professor and Senior Associate Dean for Research, Graduate and Post-Doctoral Education, and Dr. Ellen Porzig, Associate Professor (Teaching) and Associate Dean for Graduate Education.

Update on Clinical Issues and Challenges

Hospital Matters

On Thursday September 20th, the Board of Directors for Stanford Hospital & Clinics (SHC) reviewed and approved the FY02 budget that was recommended by Mr. Mike Peterson, Interim CEO. This was based on the significant progress that the Hospital Administration, working closely with faculty leaders, had made in August and early September in further reducing expenses. The Board recognized the significant progress that had been made which could, if realized, have the "run-rate" for SHC nearly break-even by the fourth quarter of FY02. That said, Mr. Peterson and the Board recognize that there is a major amount of work yet to be done and that attention to additional reductions during the year will be necessary. Moreover, implementing the recommendations that have already been made will be the more difficult challenge and will require resolve and determination by SHC and the faculty to make sure that the planned targets are achieved.

An important part of the success of the plan proposed by Mr. Peterson rests on achieving the volume and revenue targets on which the budget has been built. Because of the rapid shifts going on in the health care environment, including the decision by the Medical Center to exit from capitated care, making firm predictions about volume is more complicated. To assist this, monthly monitoring reports that address volume achievements and variances, including annualized trend data, will be available for review and scrutiny by the Turn Around Committee and by the Medical Center Internal Governing Council. Focusing attention on areas where expectations are not being met will better permit the Administration to make the necessary changes and accommodations to assure that the fiscal health of SHC is controlled more successfully.

In a related matter, the Search for the permanent CEO of SHC remains open and active. Although there had been active discussions with a potential candidate, it was decided by mutual agreement that it would be better to consider additional choices and options. That process is underway under the leadership of the Chair of the SHC Board of Directors, Ms. Denise O'Leary. As information unfolds, I will share it with you.

Clinical Faculty Issues

In tandem with the issues being addressed at SHC and the Lucile Packard Children's Hospital, considerable work is underway to address equally important financial concerns for our faculty. These include the important topic of payments for clinical services rendered by the faculty to the Hospitals, as well as the related issues of physician and hospital service and financial performance, and the necessary incentives to optimally align these and make them more successful. Again, I will update you on these discussions in the coming weeks.

Thanks Again to Dr. Peter Gregory

On Wednesday September 19th, members of the Faculty and Hospital gathered to thank Dr. Peter Gregory for the tremendous contribution he has made to the Medical Center during his career at Stanford. In addition to being a Professor of Medicine, Dr. Gregory served as Senior Associate Dean for Clinical Affairs for the School and as Chief Medical Officer at SHC since 1989. His involvement in virtually every issue that impacted the interface between physicians and faculty has been praised and respected. I am particularly appreciative that Dr. Gregory agreed to extend his appointment through the end of August, so that I could benefit from his wisdom, help and support during my first months at Stanford. Please join me in thanking Peter for all that he has done. I am also quite certain that he will continue to make important contributions, both during his sabbatical and upon his return to the faculty.

School of Medicine Faculty Senate Opens New Academic Year

On Thursday, September 20th, the [Medical School Faculty Senate](#) held its first meeting for the new academic year. Dr. Lorry Frankel, Chair of the Senate, also reviewed the role of the Senate within the School. The following is excerpted from his presentation:

"The Medical School Faculty Senate represents the will and opinion of the faculty of the School and establishes policy for the admission, curriculum, and academic performance for MD and PhD students. In addition, the Senate has been charged with advising on academic matters related to housestaff and postdoctoral students. In addition, the Senate advises the School of Medicine on matters related to faculty welfare including legal representation."

Through its by-laws, the Senate is made of 55 members, of whom 37 are elected or appointed by departments and 18 serve as Senators-at-large and are elected by faculty in basic science or clinical departments. In addition, there are both ex officio members and non-voting members. The Ex-officio members include Faculty representatives of

Interdisciplinary Programs and Centers (IDPs) and the Dean of the School of Medicine. Non-voting members include a medical student representative, a graduate student representative, a Voluntary Clinical Faculty representative, an Alumni representative and a Housestaff representative.

Currently, Ms Elizabeth Moreno serves as the Executive Secretary and she works closely with the "Committee of Five" that serves as the Executive Committee of the Senate and is comprised of elected Senate members. Current members of the Committee of Five include Dr. Lorry Frankel (Chair), Drs. Leonore Herzenberg, Myer Rosenthal, Oscar Salvatierra and Robert Siegel.

Finally, there are also some important Standing Committees of the Faculty Senate for the Medical Student programs, including:

1. **Committee on Admissions.** Dr. Gabriel Garcia, Chair
2. **Committee on Courses and Curriculum.** Dr. J. Edwin Atwood, Chair
3. **Committee on Student Performance.** Dr. Lawrence Mathers, Chair
4. **Medical Student Scholars Committee,** Dr. Brian Hoffman, Chair.

I hope this overview provides useful information regarding the role and composition of the Faculty Senate.

Appointments and Promotions

I am pleased to announce the following appointments, re-appointments and promotions of our faculty.

- **Daniel Bloch** has been promoted to Professor of Health Research and Policy (Research), 9/1/01-8/31/07
- **Albert Koong** has been appointed Assistant Professor of Radiation Oncology, 9/1/01-8/31/04
- **R. Lane Smith** has been re-appointed Professor of Functional Restoration (Research), 9/1/01-8/31/04

Congratulations to each.