

The Dean's Newsletter: June 10, 2002

Table of Contents

- ▾ Commencement
- ▾ 10th Anniversary Celebration of the Richard M. Lucas Center
- ▾ Budget and Financial Planning Process Underway
- ▾ Stanford Hospital & Clinics Semi-Annual Medical Staff Meeting
- ▾ Brief Progress Report on the Clark Center
- ▾ Executive Committee: Update on the Professoriate
- ▾ Meeting with the Committee on Women in Medicine and Science
- ▾ Strategic Planning for Lucile Packard Children's Hospital
- ▾ Announcements
 - ▾ Appointment of Greg Barsh as MD/PhD Program Director
 - ▾ Appointment of Terry Blaschke as Associate Dean for Medical Student
- Advising
 - ▾ Congratulations to Dr. Emmanuel Mignot
 - ▾ Appointments and Promotions

Commencement

Sunday, June 16th is commencement and I hope as many of our students and faculty will attend as possible. In addition to the University Commencement Exercises that will be held in the morning, our School of Medicine Commencement activities will begin at 2:00 p.m. on the Dean's Lawn. This year's commencement speaker is Dr. Irving L. Weisman, Karel and Avice Beekhuis Professor of Cancer Biology and Professor, by courtesy, of Biological Sciences. A special issue of the Dean's Newsletter on June 17th will cover Commencement events.

Graduation ceremonies will be webcast live on Sunday:

<http://med.stanford.edu/lane/ifo/graduation2002.html>

Note: This page will automatically launch Real Player and play a test pattern video clip for testing purposes until the day of the ceremony.

10th Anniversary Celebration of the Richard M. Lucas Center

On Friday May 31st, the [Department of Radiology](#) and Stanford Medical School celebrated the [10th Anniversary of the Richard M. Lucas Center](#). It was a wonderful celebration made possible by the generous support and contributions from the Lucas family, creating a synergistic partnership with industry, the NIH, NSF and academia. It was also an opportunity to recognize the vision and creativity of Dr. Gary Glazer, Professor and Chair of the Department of Radiology, for his leadership and contributions. Indeed, during the past decade both the Department of Radiology and the Richard M. Lucas Center for Magnetic Resonance Spectroscopy and Imaging have been in the forefront of advanced imaging technology. In addition, special recognition also goes to Professors Gary Glover, Norbert Pelc and Bob Herfkens, who joined Dr. Glazer to help establish the Lucas Center a decade ago.

The Lucas Center Celebration included an afternoon symposium that was introduced by President John Hennessy and featured William Brody, M.D., Ph.D., President of the Johns Hopkins University, Erich R. Reinhardt, Ph.D., CEO and President of Siemens Medical Solutions, Jeffrey R. Immelt, MBA, Chairman and CEO, General Electric along with David Botstein, Ph.D., Professor of Genetics, Stanford W. Ascherman, M.D., Alan M. Garber, M.D., Ph.D., Henry J. Kaiser, Junior Professor and Director, Center for Health Policy and Gary M. Glazer, M.D., Professor and Chair, Department of Radiology.

In addition to the scientific presentations, posters and tours demonstrating the many accomplishments of the Stanford Radiology community, a lovely dinner celebration was held in the Arrillaga Alumni Center that was attended by leading members of the imaging and biotechnology community along with the Lucas family and the many friends and colleagues of the Department of Radiology and Stanford. It was truly time to celebrate the accomplishments of Stanford faculty and the leadership of Dr. Glazer in particular along with the generous contributions from the Lucas family and from industry. Of note, a proposal to expand the Richard M. Lucas Center to accommodate a new 7T magnet will be reviewed by the Board of Trustees on June 13th.

Budget and Financial Planning Process Underway

Although the weeks following commencement offer a more quiescent time for the rest of the university, they are among the busiest for the School of Medicine's Department leadership and Dean's office as we review and finalize the FY03 budget. We have initiated this process and it will proceed through early August. As we do so, it is clear how very hard our faculty and staff is working to fulfill the missions of the School and Medical Center. It is also clear that despite the progress being made we are in a very challenging economic period. The downturn in the economy has impacted the School of Medicine in the same manner that it has impacted the rest of the University. Although both Stanford Hospital & Clinics and Lucile Packard Children's Hospital are performing significantly better than a year ago, both also face continued financial challenges consequent to poor reimbursements and increased labor costs. Accordingly, we will need to be even more careful and selective in planning our [strategic initiatives](#) and investments. Sadly this also means that we are less able to provide the financial rewards commensurate with the important contributions of our outstanding staff within the School. That said, I do want to thank the members of our Medical School community for working so diligently to make Stanford the best it can be.

Stanford Hospital & Clinics Semi-Annual Medical Staff Meeting

I had the pleasure of introducing Ms. Martha Marsh, President and CEO of Stanford Hospital and Clinics (SHC) to the attendees of the Semi-Annual Medical Staff Meeting on Tuesday, June 4th. Ms Marsh reviewed the mission and principles for SHC as well as the current state of strategic planning. She proffered that SHC was too small and, overtime, would require increase in bed capacity (it has more licensed beds than it is currently using) as well as renovation of ICUs and operating facilities. She also focused on the importance of quality and service performance for patients, physicians, staff and those who refer patients to SHC. She underscored the ability to demonstrate to our internal and external communities those areas of clinical practice and innovation that

SHC performs uniquely or better than others and that prompts patients to come to SHC for their care. She also noted that the financial performance of the Hospital and while underscoring the improvements that have occurred since a year ago she reinforced the many challenge that lie ahead — however, she emphasized her belief that the Hospital will be successful and that she is committed to working with the physicians and staff to make it so.

Brief Progress Report on the Clark Center

Next week will mark the anniversary of the construction of the Clark Center, which began on June 18, 2001. As is evident, considerable progress has been made and the building is scheduled to open next May-June. Thanks to the leadership of Dr. Matt Scott and Beth Kane, and their close work with the Deans of the Schools of Medicine, Engineering, H&S, and Environmental Sciences, significant progress has also been made in defining the areas of research concentration within the Clark Center as well as the faculty who will be its first incumbents. Importantly, they will include a mixture of newly recruited faculty as well as individuals who are already part of the Stanford community. All faculty will of course maintain the departmental appointment with the express goal that the interactions and collaborations within the Clark Center will extend to faculty in departments across the University. It is shaping up to be an exciting intellectual environment that should serve as a model for multidisciplinary research. Dr. Scott is scheduled to give an update on the Clark Center and BioX to the University Senate of the Academic Council on Thursday, June 13th.

Executive Committee: Update on the Professoriate

At the Executive Committee meeting on Friday, June 7th, a preliminary report was presented about the professoriate by Dr. David Stevenson, Senior Associate Dean for Academic Affairs along with Ms. Linda Deasy, Assistant Dean for Academic Affairs and Dr. Maurice Druzin, Associate Dean for Academic Affairs. Since last fall, a Work Group led by Dr. Stevenson has been reviewing the School of Medicine professoriate and since the [Strategic Planning Retreat](#) in February, has focused more specifically on the Medical Center Line faculty and the Voluntary Clinical Faculty. The overarching goal has been to develop an appointment and promotion system that values a community of excellence and the important contributions made by full-time faculty and staff physicians as well as community physicians who contribute to our academic missions in education and research as well as outstanding patient care. For example, this may include eventually criteria for "Investigator", "Clinician/Scholar", "Clinician/Educator" and "Voluntary Clinical Faculty". The Committees led by Dr. Druzin are developing both recommendations for faculty titles for full-time Stanford employees as well as for community physicians, along with clearer criteria for appointment and promotion. Based on the progress report presented on June 7th, we anticipate that this important work will be completed during the summer and announced as soon as it is approved.

In addition to focusing on the appointment and promotion criteria and titles, Ms. Deasy and Dr. Stevenson are also examining ways to accelerate the time to completing appointments and promotion. Ms Deasy has done an analysis of the last 204 faculty actions since she assumed her responsibilities as Assistant Dean for Academic Affairs

and has examined the time involved in approvals from the Dean's Office versus those spent on the Search Process or preparation of the "long-forms" within the Departments. This analysis has revealed a number of opportunities for improvement and Ms. Deasy and Dr. Stevenson will work with Department Chairs and administrative staff to help expedite the work within Departments and the Dean's Office to shorten the time to appointments and promotions.

Meeting with the Committee on Women in Medicine and Science

On Wednesday, June 5th, I met with the Committee on Women in Medicine and Science to review the results of their report in anticipation of its presentation to the Senior Associate Deans and the School of Medicine Executive Committee during the next weeks. The Committee has included: Merlynn R. Bergen, Ph.D., Medicine (consultant to the Committee), Robyn L. Birdwell, M.D., Radiology, Michael L. Cowan, Associate Dean for Postdoctoral Affairs, Teri A. Longacre, M.D., Pathology, Yvonne A. Maldonado, M.D., Pediatrics, Suzanne R. Pfeffer, Ph.D., Biochemistry, Mary Lake Polan, M.D., Ph.D., MPH, Gynecology and Obstetrics, Martha K. Terris, M.D., Urology, Lucy S. Tompkins, M.D., Ph.D., Medicine (Infectious Diseases), Hannah A. Valentine, M.D., Medicine (Cardiovascular), and Eva E. Weinlander, Medicine (Family and Community). I want to thank each of these individuals for their dedicated work and commitment. Once their report and recommendations have been presented to the Executive Committee I will be pleased to bring you an update — and more importantly, our plans for implementing their recommendations.

I did take the opportunity to discuss with the Committee their perceptions about the work environment at Stanford and my commitment to doing everything in my power to assure that the School of Medicine is a respectful workplace. I also underscored the zero-tolerance position of the Dean's Office to any forms of discrimination or harassment. The suggestion was made by the Committee that I hold a Town Meeting for women faculty to discuss this further and how we can continue to improve it. We will plan that Town Meeting, likely for early Fall — and I will let you know the date and time as soon as that has been finalized.

Strategic Planning for Lucile Packard Children's Hospital

Last year the Lucile Packard Children's Hospital (LPCH) celebrated its 10-year anniversary. During the past several years, LPCH has also been planning its future to assure that it achieves both preeminence and sustainability during this next decade. On Friday, June 7th, a Retreat for the Board of Directors of LPCH was held to review the strategic planning process and address both the opportunities and challenges that lie ahead. Mr. Chris Dawes, President and CEO of LPCH, reviewed the overarching objectives with the Board members, included continuing the path now in progress of establishing internationally recognized Centers of Excellence in Brain and Behavior, Cancer, Heart, Obstetrics/Neonatology, Pulmonary/Cystic Fibrosis, and Transplant/Tissue Engineering. In addition to the major progress already achieved in solid organ transplantation and obstetrics/neonatology (through the Johnson Center), this past year has seen remarkable progress in the Heart Centers. Over the next couple of years it is anticipated that similar progress will occur in Cancer, Pulmonary and Brain

& Behavior. Achieving preeminence in these Centers of Excellence is facilitated by the extraordinary support made possible through the Children's Health Initiative led by Dr. Alan Krensky, Professor of Pediatrics

Complementing the Centers of Excellence are efforts to further develop and improve both medical and surgical subspecialties as well as enhancing the important role that LPCH plays as a provider of comprehensive pediatric services to its local communities. During the past year, the patient volumes have increased significantly at LPCH. While the rapid development of the Heart Center over the last month has contributed to this most notably, patient volumes have been high throughout LPCH and, understandably, have significantly increased the work demands of faculty, staff and trainees. These demands make it clear that LPCH has a significant capacity limitation and one of the most important challenges will be finding ways to deal with the current limitations of both space and personnel. Importantly, it is clear that the services provided by LPCH are highly valued and that during this next decade LPCH will emerge as one of our nation's leading centers for the care of children. Achieving this excellence, which is important for the health of children locally as well as nationally, engenders a number of challenges that must be overcome. We are committed to help LPCH achieve the fulfillment of its mission of preeminence and sustainability.

Without question, one of the most important factors contributing to the excellence and success of LPCH is its relationship with the School of Medicine and SHC. Accordingly, [strategic planning](#) across the Medical Center is essential to assure that our goals, objectives and prospects for excellence are aligned and coordinated. I am pleased to say that we are working diligently to assure that these alignments occur — for the excellence of our institutions and for the communities they serve.

Announcements

- ***Appointment of Greg Barsh as MD/PhD Program Director.*** I am pleased that a Search Committee lead by Drs. Julie Parsonnet, Senior Associate Dean for Medical Student Education and James Nelson, Senior Associate Dean for Research, Graduate Education and Postdoctoral Affairs has selected Gregory Barsh, M.D., Ph.D., Professor of Pediatrics and Genetics, as the next Director of the Medical Sciences and Technology Program at Stanford. Dr. Barsh will commence his responsibilities on July 1, 2001. He will succeed Mark Krasnow, M.D., Ph.D., who has served with great distinction as Director of the MSTP Program. As you know, we are planning to expand the MD/PhD programs for our students and I am enormously pleased that Dr. Barsh will serve as Director during this important time.
- ***Appointment of Terry Blaschke as Associate Dean for Medical Student Advising.*** I am very pleased to announce that Dr. Terry Blaschke, Professor of Medicine, has accepted Dr. Julie Parsonnet's invitation to serve as Associate Dean for Medical Student Advising. Dr. Blaschke is widely recognized as a wonderful teacher and mentor as well as an outstanding investigator. He will clearly play an important and highly valued role in advising our medical students.

Congratulations to Dr. Emmanuel Mignot

On May 28th, the [Howard Hughes Medical Institute](#) announced that Emmanuel Mignot, M.D., Ph.D, Professor of Psychiatry and Behavioral Sciences, was selected to be one of the newly appointed investigators in an innovative program to improve the translation of basic science discoveries into enhanced treatments for patients. Dr. Mignot joins 11 other physician-scientists selected from 138 applicants from 119 institutions who were selected through a rigorous review process. These new investigators in Patient-Oriented Research will join the 324 HHMI Investigators across the United States, 13 of whom are at Stanford.

Dr. Mignot is internationally recognized for his studies in sleep disorders, especially narcolepsy. He and his colleagues have identified a faulty neuropeptide system that induced narcolepsy in experimental animal models. He has demonstrated that hypocretins are absent in the brains of patients with narcolepsy. He and his colleagues are studying the pathophysiology of narcolepsy with the hopes of improving a number of sleep disorders that affect humans.

Congratulations Dr. Mignot!

Appointments and Promotions

- **Anthony Burgos** has been appointed to Assistant Professor of Pediatrics at the Lucile Salter Packard Children's Hospital at Stanford University, effective 6/1/2002.
- **James Chang** has been promoted to Associate Professor of Surgery (Plastic and Reconstructive) at the Palo Alto Veteran's Affairs Health Care System, effective 6/1/2002.
- **Terry Dresser** has been appointed to Assistant Professor of Radiology at the Stanford University Medical Center, effective 6/1/2002.
- **Christina Mora Mangano** has been reappointed to Associate Professor of Anesthesia at the Stanford University Medical Center, effective 6/1/2002.
- **Minnie Sarwal** has been reappointed to Assistant Professor of Pediatrics (Nephrology) at the Lucile Salter Packard Children's Hospital at Stanford University, effective 6/1/2002.
- **Hannes Vogel** has been appointed to Associate Professor of Pathology at the Stanford University Medical Center, effective 6/1/2002.
- **Sherry Wren** has been promoted to Associate Professor of Surgery (General Surgery) at the Palo Alto Veteran's Affairs Health Care System, effective 6/1/2002.