

The Dean's Newsletter: July 29, 2002

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Bioengineering Department: Searching for Initial Chair

As I hope you know by now, on June 14th the Board of Trustees approved the creation of a new joint Department of Bioengineering by the Schools of Engineering and Medicine. This will be the first joint department at Stanford and one of very few joint departments of bioengineering in the country. Board approval offers an enormously exciting opportunity for this important new department and for the University.

The Deans of Engineering (Dr. Jim Plummer) and Medicine (Dr. Phil Pizzo) regard the leadership of the new department of Bioengineering as critical to its success and are thus committed to a full national search for senior individuals who can provide this leadership. However, because of the desire to move forward with the new department as rapidly as possible, the Deans believe it is appropriate to appoint an initial set of leaders for this department from a pool of internal candidates. The initial leaders chosen for this department, and other internal candidates, can certainly be candidates in the broader national search process that will soon follow. Accordingly, the Deans have appointed a Search Committee co-chaired by Drs. Judy Swain (Medicine) and Curt Frank (Chemical Engineering), along with Drs. Eric Roberts (Computer Science), Norbert Pelc (Radiology) and Charles Taylor (Surgery & Mechanical Engineering). **If you are interested in being considered for the Initial Chair position in the Department of Bioengineering or would like to recommend someone for this important position, please contact a member of the Search Committee.**

Qualifications for the Initial Bioengineering Department Chair

- Faculty member at Stanford University
- Full Professors preferred
- Excellent understanding of the existing programs in the University that could contribute to the success of the new department
- Demonstrated leadership

Responsibilities of the Initial Bioengineering Department Chair

- Participate with the SOE and SOM Deans in selecting the Associate Chair who, together with the Chair, will provide the initial leadership team.
- Lead the effort to define initial faculty searches to recruit new faculty to this department
- Recommend an administrative structure for the department and hire initial staff
- Work with other department chairs in the schools of Engineering, Medicine, H&S and Earth Sciences, and with Bioengineering faculty, in the selection and recruitment of current Stanford faculty for full time, joint, and courtesy appointments in the new department
- Work with faculty and advisory groups to refine the department's academic scope, research focus, and educational programs
- Work with the Deans of Engineering and Medicine to develop the department's yearly budget
- Work with the Deans to develop a funds flow process to build and sustain the new department
- Lead the effort to gain approval of the department's graduate degree programs
- Determine the appropriate time to initiate an undergraduate curriculum, and lead the effort to gain approval for this education program
- Develop a plan for fundraising for Bioengineering programs
- Work with the Deans to identify the short term and long term space and facilities necessary for the department's research and educational programs
- Work with the Deans and the leadership of BioX to develop interdisciplinary programs, to coordinate fund raising, and to optimally utilize Bioengineering space in the Clark Center

Again, if you are interested in this position, or wish to recommend someone for it, please contact a member of the Search Committee (Drs. [Judy Swain](#), [Curt Frank](#), [Eric Roberts](#), [Norbert Pelc](#), [Charles Taylor](#)). Importantly, please do this as soon as possible since the Search Committee will be working on this during August.

House of Stone: An Important Student-Initiated Project

On August 1st the student-initiated ***House of Stone*** exhibit will begin at the Mountain View City Hall Rotunda at 500 Castro Street. Established by three Stanford Medical Students, Susanne Martin Herz, Elizabeth Rogers and Jeannie Chang (a recent graduate), the ***House of Stone*** imports Zimbabwean Shona stone sculpture and auctions it in the United States and in Germany. ***All proceeds from the sales go to support HIV-infected children in Zimbabwe.***

I encourage you to visit the House of Stone website at www.houseofstone.org. In addition to the exhibit and auction in Mountain View beginning August 1st, remaining art will be auctioned at the Lucille Stern Community Center in Palo Alto on August 25th.

I hope you will help support this important student initiative.

Budgets and Performance Evaluations

Although summer tends to be a quieter time for most of the University, it is a very busy time at the School of Medicine and Medical Center. This is the time we review and finalize our budgets for the new fiscal year that begins on September 1st. Developing a consolidated budget that includes all sources of funding and expense for basic and clinical science departments, as well as all of the School's administrative units, along with faculty and staff salary setting and performance evaluations of department chairs and other School leaders, is critically important, timely and time-consuming. I want to thank the incredible work of Mike Hindery, Carole Buffum, Perry Everett, Cori Bossenberry and their respective staffs, as well as the Department Chairs and their DFAs, for diligent and exceptional work.

As I have described in other communications, these are challenging financial times for academic medical centers. While the School of Medicine benefits from a significant endowment, its resources are limited and insufficient to fund all of the important projects and initiatives that might ideally be supported. Indeed, financial projections for the next several years make even clearer that strategic investments will need to be highly prioritized, underscoring the importance of careful strategic and programmatic planning. Equally importantly, we will need to critically examine the cost-structure within the School and address ways of streamlining or eliminating various activities so that our highest priorities can be achieved. Naturally, we will also need to seek ways to bring additional resources into the School to support critical missions. This will be the focus of our Campaign for Stanford Medicine that we plan to initiate in calendar year 2003 (see below).

Mini-Retreat on Clinical Organization

On Friday, July 26th, a Mini-Retreat was held with Clinical Department Chairs to review the current and future organization of the faculty clinical practice. During the past decade there have been numerous changes at Stanford in Medical Center governance and faculty practice organizations. This has included the migration of the separate Stanford Faculty Practice Plan to the current integrated practice within the Stanford Hospital System (SHS) organizational structure. Additional changes have included the attempted merger of the clinical practice with UCSF and the subsequent dissolution in 2000. In addition, the two hospitals, Stanford Hospital & Clinics (SHC) and the Lucile Packard Children's Hospital (LPCH), have gone from separate to consolidated and back to separate organizations; both are currently incorporated under the University and governed by separate Boards of Directors.

In addition to these changes in Medical Center organization, changes in leadership have also occurred, both in roles and in the individuals filling these roles. A year ago the Medical Center was governed by a Vice President for Medical Affairs. However, with the dissolution of that job the governance of the Medical Center is now more of a confederation model, led by the Dean of the School of Medicine and the CEOs of SHC and LPCH. Moreover, of these three leaders, two (Phil Pizzo, Dean, and Martha Marsh, CEO of SHC) are relatively new. They and Chris Dawes, CEO of LPCH, work

collaboratively through the Medical Center Executive Committee.

While the School and Hospitals have separate governance and financial accountability, they are naturally intertwined and interrelated, not only in their missions in clinical care but also in research and education. Indeed, achieving the mission of the School of Medicine requires a close partnership with SHC and LPCH and vice versa. During the last decades numerous governance models have configured academic medical centers across the country, and it is safe to say that no single model has emerged as clearly the most successful. Indeed, as important as the governance model is the local environment, including its financial performance and, perhaps mostly importantly, its leaders. The current revision of the governance structure at Stanford must therefore be viewed as a work-in-progress. The goal, however, must be to assure the success of the medical center as a whole, along with the mission of the School to be a premier research-intensive medical school that improves health through leadership and collaborative discoveries and innovations in patient care, education and research.

In order to foster the future of the patient care mission, the mini-retreat addressed the range of organizational structures that are used in various academic medical centers around the nation. These range from a faculty practice foundation, that is separately incorporated, to a faculty practice organization (FPO), to a physician-hospital organization (PHO), to no clearly defined model of organization. At this time, we currently fall into the latter category (no clearly defined organizational model) at SHC, whereas LPCH more closely resembles a PHO model.

Among the conclusions that emerged from the Mini-Retreat was the perspective that separate models of organization were both appropriate and necessary at LPCH and SHC in relation to the School and faculty. The plans at LPCH are to move toward an FPO with clearly defined physician/faculty leadership during the next two years. This effort is currently being shepherded by Dr. Ken Cox, Senior Associate Dean for Pediatric and Obstetric Clinical Affairs and Chief Medical Officer at LPCH, in partnership with Chris Dawes, President and CEO of LPCH.

The physician/faculty organization of SHC remains less clearly defined at present and is associated with a more diversified range of opinions and perspectives. Dr. Norm Rizk, Senior Associate Dean for Clinical Affairs, has played a very important role in defining various models and has worked closely with me and with Ms. Martha Marsh, CEO of SHC, on this important issue. Several themes emerged from our review and discussion at the Mini-Retreat on July 26th. The first is the desire for joint governance between the School and faculty with the leadership at SHC. This includes joint responsibility by the Dean and CEO, as well as by chairs and hospital leaders. It was further affirmed that the Chairs, as a group, wish to be engaged in governance rather than through delegation to an "Executive Committee". Perhaps most importantly, clinical chairs and faculty want to have shared responsibility for key functions essential to their clinical performance and success. These include increased oversight over the professional revenue cycle (e.g., billing, collections, contracting, etc.) as well as operations, especially of the clinics. At the same time, the Chairs and School recognize the needs

of the Hospital to achieve its financial and service performance objectives and, accordingly, seek to work cooperatively. The goal is to meet our collective goals as jointly as possible. Clearly the evolution of this organization at SHC is also a work-in-progress and will require further thoughtful discussion between the School and the Hospital during the months ahead.

Strategic Planning Update

Significant progress continues on our School-wide [Strategic Planning](#) efforts. We currently anticipate that the overall summary of our Strategic Plan for Stanford Medicine and the accompanying background for the Campaign for Stanford Medicine will be ready for circulation within the School community by late September to early October. We will also post the Plan at that time on our internal Web site and hope that you will offer comments. During the later part of this year we will be recruiting members to the Stanford Medicine Leadership Council and conducting focus group evaluations of the Plan. Based on the feedback we receive, we will plan to begin the silent phase of the Campaign in 2003. Clearly this and related efforts will be critical to the future of Stanford University's School of Medicine.

Thank You (Again) to Vincent Coates

On July 18th the Vincent Coates Foundation Mass Spectroscopy Laboratory was officially opened in the Keck Science Building. This represents one of a series of significant gifts that Mr. Coates has provided to the School of Medicine and the University. Each has been directed at supporting faculty and important programs and collectively they provide testimony to the impact of a wonderful scientist and philanthropist. I want to express, once again, my deep appreciation to Mr. Coates for his generosity and commitment to scientific excellence and to Stanford.

Congratulations

- In the July 2nd edition of the Dean's Newsletter I mentioned that Glen Otto and Reese Zasio were recipients of Directors Awards from the School's Health and Safety Program. I am pleased to announce that Directors Awards have also been presented to **Ms. Jessica Metzger** (Lab Manager, Biochemistry); **Patricia "Trish" McAfee** (LSRA, Radiation Oncology); **Diane Rapacchietta** (LSRA, Radiation Oncology); and **Douglas Menke** (LSRA, Radiation Oncology). Congratulations to all.
- **Dr. Alan Schatzberg**, Professor and Chair of the Department of Psychiatry, has been selected to receive the 2002 Award for Research in Psychiatry from the American Psychiatric Association.
- **Dr. Eric Knudsen**, Professor and Chair of Neurobiology, has been awarded the 25th Annual W. Alden Spence Award by the College of Physicians and Surgeons of Columbia University.
- **Dr. Bruce Reitz**, Professor and Chair of Cardiothoracic Surgery, has been

named to receive the 2002 International Recognition Award by the Denton A. Cooley Cardiovascular Surgical Society and the Outstanding Achievement in Medicine Award by the Santa Clara Medical Association.

Congratulations to all.

Appointments and Promotions

- **Harley McAdams** has been appointed to Associate Professor (Research) of Developmental Biology at the Stanford University Medical Center, effective 8/1/2002 to 7/31/2008.
- **Salli Tazuke** has been appointed to Assistant Professor of Gynecology and Obstetrics at the Stanford University Medical Center, effective 7/1/2002 to 6/30/2005.

Congratulations to all.