

# Dean's Newsletter

## August 19, 2002

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### **Space: A Now and Future Issue**

Despite the size of the Stanford campus, land-use is one of the most important issues that the University must grapple with based on the need to balance academic growth within the boundaries of conservation and community needs and expectations. The Medical Center is also space-constrained and must balance the needs of its missions in education, research, patient care and community service. This is made more complex in that the three institutions that comprise the Medical Center, the School of Medicine, Stanford Hospital and Clinics (SHC) and the Lucile Packard Children's Hospital (LPCH) each have independent as well as mutual issues and needs regarding the current and future use of space. Further impacting land-use issues in that both SHC and LPCH are entirely within the City of Palo Alto whereas part of the Medical School (i.e., the Stone Complex comprised of Grant, Alway, Lane and Edwards Buildings) is in Palo Alto and the remainder of the School (Fairchild, Beckman, CCSR, MSLS, Lucas, MSOB, CBRL, Redwood, Psychiatry, etc) are on land governed by the General Use Permit (GUP).

Given the needs of the School of Medicine to develop new education and library facilities (aka SMILE Project – or the Stanford Medicine Information and Learning Environment) as its highest priority, along with additional research space and, over time, renovation or elimination of less adequate facilities, a comprehensive planning process is needed. Balanced against this are the requirements for expanded clinical service by both LPCH and SHC. Based on overlapping and, in some cases potentially competing needs, a thoughtful and organized planning process is necessary, both within the Medical Center and in coordination with the University. Accordingly several processes have been put into place during the past several months to address both current and future space needs and requirements that will enable the School to assure its mission as a leading research-intensive School of Medicine that improves health through leadership and collaborative discoveries and innovations in patient care, education and research.

Among the efforts currently underway are the following:

1. **A Medical Center Planning Committee** was appointed by the SUMC Executive Committee to develop a comprehensive space inventory and utilization assessment by the School, SHC and LPCH. This effort is being led by Nancy Tierney, Director of Facilities Planning for SoM and Lou Saksen, Vice President of General Services for SHC and LPCH. This effort is being closely coordinated with the University's Committee on Land and Building Use led by Mr. Bob Reidy, Vice-Provost of Land and Buildings and David Neumann, Associate Vice President, University Architectural & Planning Office. This Committee will complete its overall report by the end of the current year. In the interim, two issues represent important short-term needs. One is the planning for the SMILE Project, which began with a "kickoff" meeting on Wednesday August 7<sup>th</sup> (see below) and the second is the need to reorganize inpatient facilities within the current footprint at LPCH to create additional intensive care beds and operating rooms through relocation of ambulatory clinics. SHC is also actively assessing its inpatient and ambulatory care facility needs. All of these planning processes are occurring in tandem.
2. **A Long Range School of Medicine Planning Effort** is now being led by Dr. Paul Berg and will present its perspective at the next School of Medicine Strategic Planning Retreat that will be held on January 30, 2003. I have asked Dr. Berg to address the question of whether the School should be considering the need to develop an additional or alternative campus in the decades ahead or whether it should focus on the current Medical Center site and recognize that space limitations will ultimately constrain the prospects for developing new areas of science and inquiry. At the same time, even if the School remains small in comparison to its peers, the contiguity of its basic and clinical science programs to each other and to the hospitals (as a means for facilitating translational research) and to the university (as a route to broader interschool and multidisciplinary research and education) makes the current Medical Center site highly desirable. At the School's Executive Committee on Friday, August 2<sup>nd</sup>, we introduced this issue as one that will require careful consideration and debate by our Medical School community. Indeed, it is also a question that is important to resolve in the coming year since many of our short and intermediate decisions and priorities will depend on its answer. Clearly this will be a topic that I will bring forward for future discussion in the months ahead.
3. **A Research Space Advisory Committee** has also been appointed based on the changes in the previous role of the Senior Associate Dean for Research, Graduate Education and Postdoctoral Affairs that I outlined in the July 1<sup>st</sup> Newsletter. Based on these changes, I have appointed a Research Space Advisory Committee to review current and future research space requests and plans, recognizing that the final decisions will rest with the Dean. The Research Space Advisory Committee will include Drs. Steve Galli (Pathology), Alan Krensky (Pediatrics), Michael Levitt (Structural Biology), Suzanne Pfeffer (Biochemistry), Lucy Shapiro (Beckman Center and Developmental Biology) and Judy Swain (Medicine).

At Stanford, space and people are among our most important resources and how they are used will shape the future of the Medical School and the University. Clearly how these issues are addressed will have an important impact on our future and will be topics for future discussion and debate.

### **SMILE Kickoff Meeting**

On Wednesday, August 7<sup>th</sup>, we held the “kickoff” meeting for the SMILE (Stanford Medicine Learning and Information Environment) Project. Improving Stanford’s facilities for education, learning and information access is my highest personal priority during the next several years. The goal of SMILE will be to create and develop a learning environment that will enable Stanford to teach, enable and empower medical and graduate students as well as residents and postdoctoral fellows, to become future leaders, innovators, discoverers and clinicians at the intersections of science and medicine. . SMILE should also provide a setting that becomes a magnet for faculty and alumni as well as the lay public. SMILE should create a new image and identity for the School of Medicine, which accommodates to the rapid evolution of technology along with a grounding of the fundamentals of humanism and art of medicine. SMILE should also foster the physical setting wherein both the structured and unstructured exchange of knowledge and ideas can be exchanged – within and among students, faculty and scholars. Accordingly, SMILE will house the physical facilities for small group teaching, simulation learning, and the library of the future. To do so, SMILE will need to both respect the past as well embrace the future. Further, SMILE will need to be designed in a manner that is flexible, adaptable and sustainable so that it can adapt to the revolutions in medicine, information technology and patient care that is unfolding and will continue to unfold in the first half of the 21<sup>st</sup> Century.

To accomplish the goals of SMILE, we have established an Executive Steering Committee that I will chair. This Committee will include Dr. Julie Parsonnet (Senior Associate Dean for Medical Education), Dr. James Nelson (Senior Associate Dean for Graduate Education and Postdoctoral Scholars), Dr. Henry Lowe (Senior Associate Dean for Information Resources and Technology), Mike Hindery (Senior Associate Dean for Finance and Administration), Dr. Oscar Salvatierra (Chair of the Medical School Faculty Senate), Dr. Parvati Dev (Associate Dean for Learning Technologies), David O’Brien (Director of Institutional Planning), Charlie Brown (Director of the Planning Group for the Campaign for Stanford Medicine), Nancy Tierney (Director of the Office of Facilities, Planning and Management), Bev Simmonds (Special Assistant to the Dean), Eleanor Antonakos (Director of Finance and Administration, Office of Student Affairs) and Maggie Saunders (Programmer of Education Facilities). During the next weeks the Steering Committee and Program Committee Chairs will invite students, faculty and staff to participate in five key areas: Instructional and Education Support Facilities, Library and Information Services, IT Communications and Learning Technologies, Student Services, Affairs and Public Education, and the Office of the Dean.

The goal of the SMILE Executive Steering Committee and its related Program Committees will be to further develop the scope and program requirements for the new facilities for education and learning for Stanford Medicine. It is essential that our entire community become engaged and informed about the plans that will be emerging in the next months, both about the site selection for SMILE as well as the scope of the project and the resources that will be necessary to bring it to fruition. I will plan to give regular updates on SMILE in future issues of the Newsletter. We are planning to have a SMILE Website on the Strategic Planning Website that will also enable you to review our progress and offer suggestions. During the Fall we will plan to launch the first of a series of Town Hall Meetings about SMILE to further engage the input of our students, faculty and staff. It is our hope that the progress we make during this period will enable us to seek conceptual approval from the University Trustees in June, 2003.

SMILE will be an ambitious, bold and compelling project that will enable us to transform the future of education and training and that we hope will also serve as a global model for the medical science learning and information center of the 21<sup>st</sup> Century.

### **Update on Education-Related Renovations**

As mentioned in the July 2<sup>nd</sup> Dean's Newsletter, a number of interim improvements are planned or underway while we await the development of new education facilities through the SMILE Project (see above). Here is the latest update on the progress made since early July:

**Fairchild Lounge Renovation:** Renovations and furnishings will be completed by the beginning of September. In addition, during September-October, four computer workstations will be installed in the lounge -- 2 Macs & 2 PC's and a wireless network.

**Alway Medical Student Lounge: (and renovation of the first floor Alway restrooms):** As of this writing, this project is 80% complete. It is on budget and is expected to be finished by early September.

**Alway 230 Small Group Room:** The room layout, including new furnishings (movable table and chairs), carpet and technology, has been agreed to by Lane Library, FLRC staff and students. An experimental writing/projection surface will be installed in place of a projection screen and will be installed in September with the remainder of the AV technology. Three of the VCR's will be retained in the space.

**Lane Library Informal Reading Room:** Further work is underway to finalize the program goals needed to optimize both a quiet reading room and carrel space. Details will follow as they are completed.

**M-Wing Classroom Projects:** Phase I to rebuild and reupholster the fixed seats in M104, M106, M108 and M114, maintain and clean the seats in M110 and

M112, replace the acoustic panels in the rear of M104, M106 and M114, paint and replace bad lamps in the light fixtures began Saturday, August 10th. All work will be completed prior to orientation on September 9th.

Phase II which is intended to be completed by September 2003 has been divided into several scope alternatives. Possible scopes for this project include: creating a case style lecture room in M110 and M112; replacing the ceilings -- acoustic structures, lighting, technology and electrical infrastructure in M104 and M106; in addition to replacing the ceilings in M104 and M106 possible installation of a low raised floor in the front of the lecture halls to facilitate technology and electrical infrastructure is being investigated.

**Fleischman Lab Project:** The Lab project is expected to take place Summer 2003.

## **Strategic Planning Process Update**

Our Strategic Planning Process is continuing in each of our key mission areas. Several areas of progress during the past weeks include:

- A School of Medicine Community Service Programs Committee (chaired by Fernando Mendoza) was convened in July. A faculty community services activities survey will be conducted in August. All faculty are strongly encouraged to participate in the survey.
- The proposed Career Center for Graduate Students and Postdoctoral Scholars was approved for support in the FY03 budget.
- A Dean's Advisory Committee on Research Space has been established (see above).
- A clinical chairs "mini-retreat" was held on July 26<sup>th</sup> to review various clinical practice options (see July 29<sup>th</sup> Dean's Newsletter).
- Draft A&P criteria for MCL, adjunct, staff physicians, and voluntary faculty were developed and reviewed.
- Government Relations position in Dean's Office approved and posted.
- Department of Medicine and Department of Genetics selected to develop prototype departmental planning processes.
- Associate Director for Graduate Education (Kimberly Griffin) hired to support diversity programs.

## **Council of Clinical Chairs Established**

On August 8<sup>th</sup>, Martha Marsh, CEO and President of Stanford Hospital & Clinics and Phil Pizzo, Dean of the Stanford University School of Medicine, met with the clinical department chairs to review, discuss and outline their plans to initiate a new Council of Chairs aimed at enhancing the patient care, service, and financial performance of our shared clinical enterprise. Among the issues that the Council will discuss and make recommendations about are the budgets for the clinics, clinic staffing and operation in aggregate and by department or unit, facilities on and off campus, allocation of funds flow to the clinical departments, managed care contracting, customer service standards, quality assurance and compliance for the clinics, joint clinical partnerships of SHC with the School of Medicine, professional fee billing and collections, and clinical policy and strategic issues.

The new Council of Chairs will be co-chaired by Dr. Norm Rizk, Senior Associate Dean for Clinical Affairs and Mike Peterson, Chief Operating Officer for SHC. In addition to the co-chairs, the membership of the Council will include the President and CEO of SHC, Dean of the School of Medicine, Senior Associate Dean for Finance and Administration and Chief Financial Officer for SHC, and the chairs of the clinical departments. The Council will meet from 1-3pm on the second and fourth Friday of each month in the MSOB 3<sup>rd</sup> Floor Conference Room. The first meeting of the Council of Chairs will be held on Friday August 23<sup>rd</sup>.

With the commencement of the Council of Chairs, the “Internal Governing Council” will be discontinued. However, we will seek opportunities to develop other forums that includes the departmental DFAs. Also, on a quarterly basis, the Council of Chairs will address issues specific and relevant to the Lucile Packard Children’s Hospital (LPCH) with its President and CEO, Chris Dawes. Please recall that the physician leadership for LPCH is being organized separately (see the July 26<sup>th</sup> Issue of the Dean’s Newsletter).

Martha Marsh and I are committed to making the Council of Chairs an integral and important part of the joint governance of the Medical Centers and the shared mission and operations of the School and SHC in improving patient care.

## **A Commitment to Diversity: HCOP 2002**

Stanford School of Medicine has had a more than three decade commitment to diversity that has included, among others, a Decanal Plan for Diversity, the Minority Biomedical Program, the Stanford Medical Youth Science Program, the Centers of Excellence and the Health Careers Opportunity Program. Individually and collectively these have played an enormous role in improving the diversity of our medical student classes at Stanford and have also served as models to programs around the nation.

On Friday August 2<sup>nd</sup>, a Celebration of Achievement was held for the 2002 Summer Health Careers Opportunity Program (HCOP). It was a moving and wonderful event and I must commend and thank the HCOP Directors, Ron Garcia, Kathryn

Fitzgerald and Fernando Mendoza for their continued and enduring efforts. I also want to thank the Centers of Excellence Staff, especially Mark Gutierrez and Greg Pearlman, for their efforts along with the support of the Office of Student Affairs.

The Health Careers Opportunity Program is designed to help underrepresented minority college students prepare for medical school. During a six-week program, students who have demonstrated potential academic excellence by taking challenging college math and science courses and who have also demonstrated evidence of community leadership, participate in the HCOP at Stanford. The 2002 Summer HCOP students attend both basic science and clinical programs and emerge much more prepared for taking the next important steps to apply to medical school. They are particularly benefited by their contact, mentorship and guidance by current Stanford Medical students – who serve as teachers and role models and who make this HCOP so successful, meaningful and inspiring to these college students.

I want to particularly thank the Residential Program Coordinators for the 2002 HCOP, Cesar Hernandez, SMS II and Delene Richburg, SMS II. I also want to thank the students and others who served as HCOP Instructors, including: Winifred Adams, SMS II, Marisa Chavez, SMS II, Lawrence “Hy” Doyle, Monica Eneriz, SMSII, Kathryn Fitzgerald, M. Ed, Ron Garcia, PhD, Oscar Gonzalez, SMS II, Phil Harter, MD, Cesar Hernandez, SMS II, Zakee Mathews, MD, Ana Miranda, SMS II, Delene Richburg, SMS II, Fran Rivera, SMS II, Karen Schetzina, MD, MPH, Robert Shaw, SMS and Fred Tovar.

Thanks and Congratulations to all!

### **Stanford Summer Research Program in Biomedical Sciences**

On August 15<sup>th</sup>, 21 students participating in the Stanford Summer Research Program in the Biomedical Sciences presented the results of the research they participated in during an intensive eight-week program. Students selected for this exceptional program are undergraduates who by reason of their culture, class, race, ethnicity, background, work and life experiences, skills and interests, can bring diversity to graduate study in the biological and biomedical sciences. Admission to the program is rigorous and all students work with mentors and advisors to participate in workshops and a research project. Each of the students presented the results of their work at a special session held in the Munzer Auditorium on Thursday, August 15<sup>th</sup>.

This is a very special program and special thanks must be given to the Program Staff including Kimberly Griffen and Margo Keeley. I also want to thank the Program Mentors including ChaRandle Jordan, SMS II, John Manak, PhD, Mike Shapiro, PhD, Erica Riddle and Charay Jennings. In addition, appreciation to the Program Faculty must be given to Professors. James Nelson, Ellen Porzig, Bill Newsome, Daniel Madison, Gab Garcia and Ron Davis.

Most importantly, special congratulations must be given to each of the students for their contributions and enrichment of Stanford –and hopefully – themselves.

### **Help Needed: Arbor Free Clinic**

Brooke Cotter, SMS, the Manager of the Arbor Free Clinic, has informed me that physician volunteers are needed. If you are interested or have any questions, please contact the Arbor physician recruiters: [vedant@stanford.edu](mailto:vedant@stanford.edu), [lmaeda@stanford.edu](mailto:lmaeda@stanford.edu), [carlycox@stanford.edu](mailto:carlycox@stanford.edu) or [arborclinic@stanford.edu](mailto:arborclinic@stanford.edu).

The Arbor Free Clinic is Stanford's medical student run, volunteer based, free clinic that provides free medical exams and free medications to the sick and uninsured of our community. Arbor Free Clinic is located in the Menlo Park VA, off of Willow road, and is open every Sunday from 11-2. Volunteer physicians have the opportunity to help teach medical students about the care of individuals needing health care in a relaxed and friendly environment. Physicians who are willing to volunteer at the Arbor Free Clinic generally arrive at 11:00 am and are usually done by 2:30 pm. There are 2 or 3 volunteer physicians at Arbor each Sunday.

Per our students, physician volunteers can serve as much or little as they can or would like to – from weekly, monthly or even once a year. Interpreters are on site and the setting at Arbor Free Clinic enables physicians to interact with preclinical students and help launch their careers in medicine. The Arbor Free Clinic serves a diverse population (39% Hispanic, 21% African American, 17% Caucasian, 12% Pacific Islander, 5% Asian) and provides free medical exams, blood tests on site, medications and patient education, and, where necessary, follow-up care. Arbor Free Clinic also sponsors two Children's Back to School Health Fairs and multiple health screening events in the community each year.

On behalf of our students and community, I hope our physician faculty will be willing to offer some time at the Arbor Free Clinic. Again, if you have any questions, please contact the Arbor physician recruiters: [vedant@stanford.edu](mailto:vedant@stanford.edu), [lmaeda@stanford.edu](mailto:lmaeda@stanford.edu), [carlycox@stanford.edu](mailto:carlycox@stanford.edu) or [arborclinic@stanford.edu](mailto:arborclinic@stanford.edu).

### **Dr. Joe Lipsick Named Next Director of the Cancer Biology Program.**

Dr. James Nelson, Senior Associate Dean for Graduate Education and Postdoctoral Scholar Affairs has announced that Dr. Joe Lipsick, Professor of Pathology, will succeed Dr. Martin Brown as the next Director of the Cancer Biology Program. Dr. Lipsick was selected through a Search Committee chaired by Dr. Mike Cleary, Professor of Pathology, began his new responsibilities on August 1<sup>st</sup> and will serve for a 3-year term.

I want to welcome Dr. Lipsick to this important responsibility in our Biosciences Program. I also want to thank Dr. Martin Brown for the excellent job he has performed as Director.



## **Congratulations**

Professor Daria Mochly-Rosen has been elected to the Leadership Committee of the Council on Basic Cardiovascular Sciences of the American Heart Association.

Congratulations to Dr. Mochly-Rosen.

## **Announcements**

There will be a Town Hall meeting on Monday, September 9<sup>th</sup> at noon in the Munzer Auditorium. Dr. Mary Lake Polan and members of the Committee on Women in Medicine and Science will present their findings at that time.

## **Appointments and Promotions**

- **Gerald Berry** has been reappointed to Associate Professor of Pathology at Stanford University Medical Center, 8/1/02-11/30/06.
- **Andrew Bonham** has been appointed Associate Professor of Surgery (Transplantation) at the Stanford University Medical Center, effective 8/1/02-7/31/07
- **Huy Do** has been reappointed Assistant Professor of Radiology (Neuroradiology) and, by courtesy, of Neurosurgery at the Stanford University Medical Center, 8/1/02 - 7/30/06.
- **Eugene Hoyme** has been reappointed Professor of Pediatrics (Medical Genetics) at the Lucile Packard Children's Hospital at the Stanford University Medical Center, effective 9/1/2002.
- **Sheau Yu Hsu** has been appointed Assistant Professor of Gynecology and Obstetrics, effective 9/1/02-8/31/05.
- **Darius Moshfeghi** has been appointed Assistant Professor of Ophthalmology at the Stanford University Medical Center, effective 9/1/02-8/31/05
- **Ian Whitmore** has been appointed Professor (Teaching) of Surgery (Anatomy), effective 9/1/02-8/31/08.

Congratulations to all.