

The Dean's Newsletter: March 31, 2003

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Two Years Already

Although I am still often introduced as the "new dean of the School of Medicine" (which is either a good or bad sign depending on one's perspective), it is remarkable to me that this week marks the end of my second year at Stanford. The days have marched by without pause and have been punctuated by the many changes in our community and, even more importantly, the world around us.

It has been my privilege to meet and interact with countless students, faculty and staff throughout the School, Hospitals, University and Community since coming to Stanford. I am always impressed by the intelligence, commitment and accomplishments that occur within our School and University. Indeed, during my time here, our faculty, students and staff have achieved a number of startling discoveries, innovations, and accomplishments. In addition to individual successes, one of the most important activities at Stanford is the focus in interdisciplinary and collaborative research, education and, within the School of Medicine, patient care. Certainly notable are BioX and the Clark Center, the new joint Department of Bioengineering, the emerging Stanford Institutes of Medicine, our evolving LEAD (Learning to Explore, Advocate and Discover) Curriculum, and our commitment to engaging our faculty in our long-range strategic plan "Translating Discoveries" (<http://medstrategicplan.stanford.edu/>).

All of these efforts exemplify our shared commitment to our mission "*to be a premier research-intensive medical school that improves health through leadership and collaborative discoveries and innovations in patient care, education and research*".

I want to express my continued appreciation and thanks to all the individuals who have worked so hard during my time at Stanford to help us make progress in helping our school become a role model among academic medical centers. I have appreciated your support. In addition to the important leadership provided by our basic and clinical science department chairs and senior associate deans, I want to also thank the numerous students, faculty and staff within the School and Medical Center for the many ideas, suggestions and hard work they have contributed. Even when we have had disagreements about issues or directions to pursue, we - and most importantly the School - have benefited from critical debates and refinements of ideas and plans. I also want to thank the support and cooperation of our Hospital CEOs and leaders at Stanford Hospital & Clinics, the Lucile Packard Children's Hospital, the Palo Alto VA Hospital and Santa Clara Valley Medical Center. Perhaps most importantly, I am appreciative of the support the School and I have received from our President, Provost, Deans of other Stanford Schools and our Board of Trustees. Given the many changes around us - both those we have introduced and those emanating from the crisis in health care - this support has been essential and most appreciated.

Of course everyone's attention is now riveted to the changing world landscape that has also been occurring during the same past two years. As a community dedicated to scholarship, discovery, promotion of health and well being, it is most distressing to witness the tragedies that are occurring world-wide and especially in Iraq. I recognize that in a community like ours there are many opinions and positions and that it is important to be respectful to the rights of speech and expression. I do not wish to impose my views but it is hard not to comment on how very tragic I find the decisions that have been made by world leaders, including our own. There is no question that tyranny and terrorism are reprehensible and should be condemned by our global community. But to stray from working with the world community and to operate virtually unilaterally represents, in my opinion, a de-evolution of social progress, and risks further severing alliances that have been formed and forged during the past decades. One can only hope that our leaders will now seek to work more closely with the global community and its leaders to assure the preservation of human freedom and dignity. As physicians and scientists we must speak for the health, freedom and dignity of our community - including our global community. I fear that we are not doing that at this point and hope that future policies will be more embracing - for the health of individuals and for the world.

A Very Successful Match Day

Thursday, March 20th, was Match Day for our graduating medical students. At 9am PST (and noon EST), students were issued the news of where they matched for internship. Although a few disciplines match a bit earlier, all share the excitement of the day.

As I hope you have already heard, this year's Match was enormously successful. Indeed, 80% of students matched at their first choice, and 96% matched at one of their top 3 choices. Among

the most frequent sites our students will be serving as residents beginning this June/July are Stanford, UCSF, Harvard, Yale, Columbia, Cornell, Penn and others. A complete listing can be found here:

[2003 Residency Match Results](#) (will appear in a new browser window)

We should all congratulate our students for their clear success. They should feel proud of their accomplishments. I also want to thank Senior Associate Dean Julie Parsonnet, our Faculty Advisors (Drs. Terry Blaschke, Denise Johnson, Susan Knox, Kuldev Singh), Dr. Elliott Wolfe and all the wonderful members of the Office Student Affairs for their dedicated commitment and work on behalf of our students. Also thanks for support from the Stanford Medical Alumni Association (SMAA). We had the opportunity to celebrate the accomplishments of our students and their guests at the Eighth Annual Match Day Celebration on the evening of March 20th in the Faculty Club.

You may recall that some months ago I shared some of the anxieties and debates that were unfolding as we began making changes in the Dean's letter. It seems clear that those changes have been beneficial and I am confident that the clarity on performance that we will bring in future years will be even more helpful to our students. That said, most important of all are the accomplishments of the students themselves. Indeed they are easy to write about when they are well accomplished - as was clearly the case for this year's graduates.

I should also add that in addition to our own medical students doing well, each of the Residency Programs at Stanford Hospital and Clinics and the Lucile Packard Children's Hospital also did extremely well in drawing Stanford and other outstanding students to their residency programs, making this a stellar year for the School and for the Medical Center.

Of course it should also be pointed out that although Match Day has been highly successful since its inception, it is currently under challenge by Jung vs. NRMP. Hopefully this matter will be resolved in a manner that permits this important tradition to continue.

Curriculum Reform on Tight Schedule

As I have discussed in prior Newsletters, progress is underway to make substantive and exciting changes in our medical education curriculum - LEAD (Learning to Explore, Advocate and Discover). Thanks to the efforts of Drs. Julie Parsonnet, Neil Gesundheit, Ted Sectish and the Course Directors, the Faculty Senate, and the Dean's Office, who have been working closely to make the required changes that will enable the new curriculum to begin this Fall. The most immediate next step includes an April 9th meeting with Course Directors along with a Town Hall Meeting with students and faculty to review the progress that has been made to date - and the work that remains. Also in April, selections of the Scholarly Concentrations that will be launched this Fall will be made. Understandably this is a most demanding and challenging time for all who are involved in this process - and I want to thank everyone for the tremendous work they are doing on behalf of our students.

Important HIPAA Announcements:

Training for School of Medicine Researchers

HIPAA research training specific to the Stanford research environment is now available. If you participate in research activities that involve humans, you are required to successfully complete this training. The training will require about one hour and may be accessed at

<http://med.stanford.edu/HIPAA/training/>

Basic HIPAA training began the week of March 10 when all members of the School workforce were notified of this requirement and given access instructions for the training. *If you were not notified, please contact your DFA, Business Manager, or HIPAA Lead for assistance immediately.* It is recommended that you complete the HCCS basic training before beginning the Stanford-specific research module.

If you have questions, please contact us at hipaa@med.stanford.edu, or telephone the HIPAA Compliance Project at 724-7481.

For the latest information on the School of Medicine HIPAA project, please visit our web site

<http://med.stanford.edu/HIPAA/>

Active Research Protocols and Databases, Enrollment of Human Subjects

Active **exempt protocols or research databases created prior to April 14, 2003 must be reviewed by the IRB for HIPAA compliance.** Please contact the IRB if you intend to continue your research after April 13, 2003. You may need a waiver of individual authorization under HIPAA.

Subjects enrolled on or after April 14, 2003 must be presented with a combined informed consent/HIPAA authorization form. Protocol directors planning to enroll subjects on or after April 14, 2003, need to add HIPAA Authorization language to their consent form(s) and submit this revision to the IRB. Template for such language can be found at

<http://humansubjects/medical/consent.html#forms>

If you have not received the notice the IRB sent out a month ago, or have questions about an existing research protocol or database, please contact the HIPAA-Research staff at 650 725-9834 or hipaa-research@stanford.edu

Continuing Review of Medical Human Subjects' Activities

The following requests your attention to a very important matter that requires strict adherence. Human subjects' research activities have grown significantly over the past years and so has the complexity of the regulations governing the protection of human subjects. Our Human Subjects Panels are responsible for initial protocol review, as well as continuing review of ongoing research to ensure that the rights and welfare of human subjects are protected. Continuing reviews must take place, at a minimum, on an annual basis.

To facilitate the continuing review process, the Human Subjects Panels send out reminder renewal applications approximately six weeks before the protocol's expiration date. Given our current volume of over 5000 human subjects' activities per year, this is a substantial undertaking.

It is imperative that you respond to the Human Subjects Panel by the date specified on the Renewal Notice. The continuation of research after expiration of approval is a violation of federal regulations; human subjects' research activities must stop; no new subjects may be enrolled in the study.

The Human Subjects Panel will **send only one notice** to remind you of your renewal obligations. It is your responsibility to renew your study on time and to comply with Stanford policy and federal regulations to maintain your privilege to use human subjects.

Please feel free to contact Kathy McClelland (Kathy.McClelland@stanford.edu **Kathy.McClelland@stanford.edu**) in the Research Compliance Office if you have any questions.

Changes in the Dean's Office

During the past two years, Dr. James Nelson has made enormous and enduring contributions to the School through his work on behalf of Graduate Students and Postdoctoral Scholars. However, because of the increasing demands of his research and teaching responsibilities, he has elected to step down from his position as Senior Associate Dean for Graduate Education and Postdoctoral Scholar Affairs. While I am sorry that we will not benefit from his future work as a Senior Associate Dean, I am pleased that I have had the opportunity to work with Dr. Nelson and that he will remain available for special guidance and consultation. He has done a terrific job and I will miss working directly with him - both professionally and personally. I want to thank him for all that he has done for our students, fellows and the School, and I hope you will also find a way to thank him as well.

I have asked Drs. John Boothroyd and Harry Greenberg to expand the scope of their responsibilities to include graduate education and postdoctoral affairs. You may recall that two years ago we had combined the roles of the Senior Associate Dean of Research to include Graduate Education and Postdoctoral Affairs. That proved to be too large a portfolio for a single individual working part-time in the Dean's Office, so we split the functions of Research and Education. Given that Drs. Boothroyd and Greenberg are working very closely together to cover our basic and clinical research agenda, it seems appropriate to expand and adjust their individual and collective responsibilities to also embrace graduate education and postdoctoral scholar affairs. Specifically, Dr. Boothroyd will assume oversight over graduate education and postdoctoral fellows. Dr. Greenberg will assume responsibility for clinical fellow programs. They will continue to work closely together. To accommodate these new additional responsibilities, Dr. Greenberg will pick up oversight over the animal programs from Dr. Boothroyd.

Our plan is to assess this new model through the end of the year. However, I am quite confident that both Drs. Boothroyd and Greenberg will do an outstanding job, and I am most appreciative of their willingness to serve the School, our students and trainees in this important matter.

New Professorships at the School of Medicine

I am very pleased to report that the Provost has announced the following new endowed professorship appointments for faculty in the School of Medicine. They will be reported to the Board of Trustees on April 7th and I am most pleased to be able to share this news with you now. They include:

- **Stanley Falkow** has been appointed the Robert W. And Vivian Cahill Professor.
- **Roger D. Kornberg** has been appointed the first holder of the Mrs. George A Winzer Professorship.
- **Daria Mochly-Rosen** has been appointed the first holder of the George D. Smith Professorship in Translational Medicine.
- **Kelly M. Skeff** has been appointed the first holder of the George DeForest Barnett Professorship in Medicine II.
- **Lucy S. Tompkins** will be appointed the Lucy Becker Professor in Medicine on June 1st. (Eugene Bauer will become emeritus at that time).
- **Judith L. Swain** has been appointed the first holder of the George E. Becker Professorship in Medicine.

Please join me in congratulating each of these individuals on being appointed an endowed Professor at Stanford.

Town Hall Meeting to Discuss Cancer Research and Care at Stanford

On April 9th, we will hold a Town Hall Meeting at 5:30PM in Fairchild Auditorium to review plans regarding the future of cancer programs at Stanford. During this informal meeting, I will be joined by Dr. Irv Weissman, Director of the Stanford Institute for Cancer/Stem Cell Biology and Medicine, and Dr. Karl Blume, Associate Director for Clinical Affairs at the Institute, to review and update the unfolding plans for cancer care and research at Stanford. We will update the community on our plans to become an NCI-designated Comprehensive Cancer Center. All faculty, staff and students are invited. We are very interested in your comments, questions and recommendations. Please attend.

Council of Clinical Chairs Update

At the March 28th Council of Clinical Chairs meeting Mr. Michael Calhoun reviewed the work being done on the Stanford Hospital & Clinics Budget Priorities for FY'04. Central to these will be initiatives to provide excellent quality of care that achieves national distinction in all areas of medicine and that has national prominence in cancer, cardiovascular health, neuroscience and transplantation. Of interest, these areas are closely aligned to the School's planned Stanford Institutes of Medicine (i.e., Cancer/Stem Cell Biology, Cardiovascular Medicine, Neurosciences,

Immunology & Infectious Diseases). In addition, SHC will focus on providing excellent service in both in-patient and outpatient areas that achieve a high satisfaction by patients and employees. SHC will also focus on achieving excellent financial performance. Mr. Calhoun outlined primary tactical goals and implementation actions in each area. He requested that the COCC and faculty provide feedback about these goals, tactics and implementation steps in the next week.

Upcoming Symposia:

- ***Frontiers in Neuroscience: Beginning April 3rd, the Department of Neurobiology will present the first in a weekly series of Frontiers in Neuroscience that will be held in the Munzer Auditorium beginning at 4:15 p.m.. This is an outstanding series.***

- ***Show Me the Money! Collaborations, Contracts and Consulting: Faculty and senior post docs are invited to a seminar 'Show Me the Money! Collaborations, Contracts, and Consulting', Wednesday, April 2, 2003, 5:00 p.m.-7:00 p.m. in Munzer Auditorium. This seminar is aimed at those interested in learning how to navigate the research enterprise, enhance their interactions with industry, and eliminate delays in their research activities.*** Presenters include Dr. Ann Arvin, Associate Dean of Research; Elizabeth Caplun-Cochrane, Associate Director, Research Compliance; Barbara Flynn, Manager, Conflict of Interest Review Program; Katharine Ku, Director, Office of Technology Licensing; Sally O'Neil, Manager, Industrial Contracts Office; Kathryn Pyke, Senior Contract Officer, Office of Sponsored Research; Kathleen Thompson, Co-Director, Research Management Group; Ted Tussing, Director, Corporate Relations. To register please contact Shawn Harlan at 725-9037 or email shawn.harlan@stanford.edu
shawn.Harlan@stanford.edu

- ***13th Annual Beckman Symposium and launch of Stanford's newly established Institute for Cancer/Stem Cell Biology and Medicine.*** Dr. Lucy Shapiro, Director, Beckman Center for Molecular and Genetic Medicine, and Dr. Irving Weissman, Karel H. and Avice N. Beekhuis Professor in Cancer Biology and Director of the Institute for Cancer/Stem Cell Biology and Medicine, invite you to attend this inaugural event for Stanford's new Institute for Cancer/Stem Cell Biology and Regenerative Medicine. Speakers include Michael Clarke (Stanford); Fred Gage (Salk Institute); Rudolf Jaenisch (MIT); Seung Kim (Stanford); Ma Surani (UK Institute of Cancer and Developmental Biology); James Thomson (University of Wisconsin); Irving Weissman (Stanford); Hynek Wichterle (Columbia University); Owen Witte (UCLA). This two-day event will be held in the Fairchild Auditorium, Stanford University School of Medicine:
 - Monday, April 14, 2003 12:00 p.m. — 6:00 p.m.
 - Tuesday, April 15, 2003 7:00 a.m. — 8:00 p.m.

Event Coordinator: Belinda Byrne (650-724-0034; bbyrne@stanford.edu
bbyrne@stanford.edu)

- **Second Staff Seminar** is scheduled for April 23, 2003. We are pleased to announce that **Dr. Irving Weissman, Karel H. and Avice N. Beekhuis Professor in Cancer Biology and Director of the Institute for Cancer/Stem Cell Biology and Medicine**. The Staff Seminar Series is intended to give administrative staff an opportunity to hear faculty talk about their science and research, giving staff a better understanding and a closer connection with the research mission at the School of Medicine. This seminar will be held from 3:30-4:30, refreshments following until 5:00 on April 23rd. **To register**, go to: <http://reggie.stanford.edu/signup.asp?720>

Congratulations

- **Dr. Paul Berg** was awarded the Sustained Leadership Award at the National Level by Research America at a gala event held at the National Academy of Sciences on March 18th. Dr. Irv Weissman and I had the pleasure of being at the event with Dr. Berg and his wife Millie. This is another in a very long list of accolades and honors for Dr. Berg, but it does speak specifically to the very significant contributions he has made as an advocate for science and medicine. His leadership in the recent stem cell debate has been particularly noteworthy.
- **Katy (Ekaterina) Gladysheva and Amy Chow, both first year medical students have been selected to be Fellows of the Paul and Daisy Soros Fellowship for New Americans. Please join me in congratulating Katy and Amy.**

Appointments and Promotions

- **Ajay Chawla** has been appointed to Assistant Professor of Medicine (Endocrinology, Gerontology and Metabolism), effective 4/1/2003 to 3/31/2006.
- **John Huguenard** has been appointed to Associate Professor of Neurology and Neurological Sciences, effective 4/1/2003.
- **Peter Jackson** has been promoted to Associate Professor of Pathology and of Microbiology and Immunology, effective 4/1/2003.
- **W. James Nelson**, Professor of Molecular and Cellular Physiology, has also been appointed Professor, by courtesy, of Biological Sciences, effective 1/1/2003 to 12/31/2007.