

Dean's Newsletter

November 24, 2003

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Moving Toward a NCI-Designated Comprehensive Cancer Center

On Saturday November 15th, nearly 100 faculty members from across the University participated in the first planning retreat for our Stanford School of Medicine application to the National Cancer Institute (NCI) to become a Comprehensive Cancer Center. In the October 27th issue of the Dean's Newsletter, I summarized the progress we have been making in assembling the program areas, cores and project leaders. The November 15th Retreat gave me confidence that we will indeed be successful in meeting our October 2004 deadline for submission of the grant proposal to the NCI. I want to thank Dr. Karl Blume, Associate Director of the Cancer/Stem Cell Biology and Medicine Institute for his tireless efforts in crafting the construction of our proposal and for bringing the leaders together to share their developing plans and, perhaps equally important, their excitement and enthusiasm in moving forward. I also want to thank Ms. Sharon Olsen for arranging for the logistics for the Retreat which was held in the new Clark Center.

During the eight-hour Retreat, we reviewed the background plans and requirements for moving forward with the NCI application. Importantly, we heard reviews by faculty who had participated in other NCI Comprehensive Cancer Centers (CCC) about the benefits to junior faculty and trainees of being part of a CCC. Dr. Sam Gambhir, who recently joined Stanford as Professor of Radiology and Director of Molecular Imaging, shared his experiences as a faculty member in the Johnson Cancer Center at UCLA as did Dr. Dean Felcher, Assistant Professor of Medicine, who trained at UCSF during the time that it became an NCI-Designated Comprehensive Cancer Center. We also affirmed that Stanford has had a somewhat jaded history during the past 30 years, having made at least four unsuccessful organizational moves in moving toward

applying to the NCI to become a CCC. However, nearly all agree that the current planning efforts feel distinctly different from those of the past and that there is now clear evidence of commitment – from both faculty and leadership – that the time to move forward is now.

The major focus of the Retreat were presentations by Program and Core leaders about their developing plans, including the goals and themes that individual projects are likely to focus on and, perhaps most importantly, how they would foster interdisciplinary programs in research, education and patient care. Indeed clear evidence of intersections and interactions among the various programs became quite evident during the Retreat and I was also very pleased that faculty from Humanities and Sciences and Engineering joined our basic and clinical science faculty in the School of Medicine during this planning Retreat.

Although there may well be changes in the composition or number of Programs and Cores as the planning continues, the current structure of the grant has the following elements:

I Programs in Basic Cancer Research Program Leader

- | | | |
|---|---|-------------|
| A | Cancer/Stem Cell Biology | I. Weissman |
| B | Genomics and Proteomics | P. Brown |
| C | Radiation Biology and DNA Repair | A. Giaccia |
| D | Cancer Biology and Cell Cycle | J. Lipsick |
| E | Cancer Immunology | E. Engleman |
| F | Cancer Cell and Tissue Imaging | S. Gambir |
| G | Biomedical Informatics and Biomedical Computation | M. Musen |

II Programs in Translational/Clinical Cancer Research Program Leader

- | | | |
|---|---|-----------|
| A | Pediatric Cancer | M. Cleary |
| B | Lymphoma and Hodgkin Disease | R. Levy |
| C | Hematopoietic Cell Transplantation | R. Negrin |
| D | Genetics of Epithelial Tumors (Skin, Breast, Lung, GI, GU, GYN) | J. Ford |
| E | Cancer Pharmacology/Experimental Therapeutics | B. Sikic |

III Program in Population Sciences and Education Program Leader

- | | | |
|---|---|----------|
| A | Cancer Epidemiology/Outcome Research/Patient Information-Education/Cancer Control | D. West* |
|---|---|----------|

* Dr. West is currently Director of the Northern California Cancer Center. In addition to his responsibilities at NCCC, it is anticipated that Dr. West will join Stanford as a faculty member and that a formal affiliation with NCCC will be officiated.

In addition to these 13 program areas, we are currently anticipating 14 Cores or Shared Resource areas in our application. These are critical components of a CCC and will play

and important role in facilitating the research, education and clinical programs. Although there may be changes in the number or composition of the cores as the planning proceeds, those currently being developed include:

IV Shared Resources (“Cores”)

- A Biostatistics
- B Clinical Trials Office
- C Informatics
- D General and Specialized Animal Facilities
- E Cell and Tissue Distribution
- F High Throughput DNA Sequencing/SNIPS
- G Cancer Imaging
- H Confocal and Immunoelectron Microscopy
- I Flow Cytometry
- J Hybridomas
- K Transgenic and Knock-Out Mice
- L DNA Microarray Data Base
- M Proteomics
- N Translational/Clinical Research Resources

Leader

- B. Brown/T. Lai
- B. Sikic
- H. Lowe
- L. Cork, R. Tolvani
- J. Pollack, J. Norton
- R. Davis
- C. Contag, S. Gambir
- S. Smith, T. Meyer
- G. Nolan, L. Herzenberg
- M. Cleary
- M. Cleary, D. Felsher
- G. Sherlock
- P. Jackson
- G. Fisher

Whether you were at the November 15th Retreat or not, if you have an interest in any of these areas please contact the respective Program Leader and let them know of your interest. I am eager for this to be a highly inclusive process – and, of course – for our grant application to be as successful as possible.

During the next several months, Program Leaders and faculty will further refine their plans and we will form an Executive Committee, which will provide oversight over the future planning and help determine the more final composition of the grant application. It is clear that we are still at an early phase of this process. But, it is also clear that we have an outstanding program that we can delineate, hallmarked by incredibly strong science and excellent clinical programs. That said, our application will be made successful through the excitement and commitment of the faculty and program leaders. Based on the Retreat, I now feel confident that we are truly on track! I will keep you apprised of our progress as it evolves in the months ahead.

Faculty Demographics: Progress but More is Needed; Visit by Dr. David Satcher

On Tuesday, November 11th, we reviewed Stanford University’s Faculty Affirmative Action Plan with Dr. Pat Jones, Vice Provost for Faculty Development as well as the current demographic status of the School of Medicine in comparison to other Schools in the University and to the national benchmarks delineated by the American Association of Medical Colleges (AAMC). Obviously this is a dynamic process and the data we reviewed was based on a September 1, 2002 snapshot. At that time, the university roster indicated that the School of Medicine had 717 faculty of which 23.6% were women and 18% were underrepresented minorities.

The data for faculty demographics is further broken down by rank and affiliation with basic or clinical science departments. Again using 2002 data, 27.7% of the Stanford basic science faculty were women compared to the AAMC average of 25.5%. At the same time, only 7.4% of the Stanford basic science faculty were underrepresented minorities compared to the AAMC average of 16.8%. Using the same time period, 24.6% of the Stanford clinical faculty were women compared to the AAMC average of 26.6%, and 19.6% of the Stanford clinical faculty were underrepresented minorities compared to the AAMC average of 17.9%.

Although we clearly have a need to make additional progress, it is slightly encouraging that the percentages of faculty at the Assistant Professor rank who are women or underrepresented minorities exceed the AAMC averages in nearly every case. That said, it is our intent to continue to focus our energies on improving the diversity of the School of Medicine faculty, including the representation of women and underrepresented minorities.

Further focusing our attention on diversity in our education and training programs was the excellent presentation that Dr. David Satcher gave to the School and University community on Tuesday November 18th. Dr Satcher delivered a message about the impact of diversity on the education of all members of the medical or research community and the fact that the kinds of research programs that are addressed can also be influenced by the racial and personal background of trainees and scientists. Dr. Satcher underscored that while we have made strides in attracting students to medical school, we need to do better in graduate education programs. Dr. Satcher is well qualified to address this topic having received his MD and PhD degrees from Case Western Reserve in 1970. He subsequently became a faculty member at Meharry Medical College, where he became President in 1982. In 1994, he became Director of the Centers for Disease Control and Prevention and from 1998 – 2002, he served as Surgeon General of the United States where he had major impact on studies of race and ethnicity. He is currently the director of the National Center for Primary Care Research at Morehouse School of Medicine.

Stanford Medical Student Association (SMSA) Statement on Non-Discrimination Endorsed by Executive Committee

Because of concerns among students at Stanford Law School and other schools around the nation, the SMSA offered the following resolution on November 20th. At our School of Medicine Executive Committee meeting on November 21st, we considered the SMSA statement as well as the broader issues related to non-discrimination. The Executive Committee offers its endorsement of the SMSA resolution that follows:

A Resolution from the Stanford Medical Student Association (SMSA) to Support Stanford Law School's Non-Discrimination Policy

Stanford Law School adheres to a non-discrimination policy that includes sexual orientation in addition to other characteristics such as gender, ethnicity, race and physical disability. Like other law schools,

Stanford applies this policy to employer's wishing to recruit students at the law school, meaning that it prohibits employers who do not meet the law school's non-discrimination policy from recruiting on the law school campus. This includes employers such as the US military, who explicitly discriminate on the basis of sexual orientation. Because of this policy, Stanford Law School and all other law schools in the US, are faced with the decision to either grant special exemption to US military recruiters or face the consequence of certain federal funds (with the exception of student financial aid) being withdrawn from the University. This is a direct consequence of a federal statute known as the Solomon Amendment, which permits the withdrawal of certain federal funds from colleges and universities that do not grant military recruiters exemption to policies that prohibit on-campus recruitment by employers that discriminate.

As the Stanford Medical Student Association, we stand by the non-discrimination policy held by the Stanford Law School. As representatives of the School of Medicine student body, we support the Law School should it elect to take legal action to protect its right to apply its non-discrimination policy with regard to discriminatory employers such as the US military. We also urge the administration of the School of Medicine as well as the administration of the entire university to issue similar statements in support of the Law School's efforts to maintain and freely exercise its non-discrimination policy.

Blending Humanities with Science: A Visit from the US Poet Laureate

On Wednesday, November 12th the School of Medicine hosted a noontime poetry reading by US Poet Laureate (2001-2003) Billy Collins to a nearly filled Fairchild Auditorium. A professor of English at Lehman College of the City University of New York, Mr. Collins has become a nationally acclaimed poet, whose works have been published in *The New Yorker*, *The America Scholar* and six collections, including *Questions About Angels*, *The Art of Drowning* and *Picnic Lighting*. His readings were wonderful and clearly reflected the broad interest of our community in both science and the humanities.

I want to thank Helen and Peter Bing whose kind generosity made this visit possible. I also want to thank Dr. Audrey Shafer Associate Professor of Anesthesia and Director of the Medical Humanities Program at Stanford for her wisdom in inviting Mr. Collins to visit the Medical School.

More About the Changing the Face of Medicine

In the November 10th issue of the Dean's Newsletter, I commented on the National Library of Medicine's Exhibit on Women in American Medicine: Changing the Face of Medicine. I am pleased to say that in addition to Drs. Fran Conley and Linda Shortliffe (who I noted in the 11/10/03 issue) I have since learned that four other Stanford

faculty members are also listed in the NLM exhibit. What a wonderful tribute to these individuals and to Stanford to have been included in this wonderful exhibit. The additional four individuals and their citations abstracted from the exhibit include:

- **Dr. Helen Hofsommer Glaser** (1924 – 1999): “A respected pediatrician and psychiatrist, Dr. Glaser is best remembered as an effective, supportive, and imaginative editor of *The Pharos*, the journal of the Alpha Omega Alpha Honor Medical Society.

“Born in St. Louis, Missouri, Helen Hofsommer was determined to become a doctor. When she applied to medical school in the early 1940s, a disparaging dean implied that she was displacing a qualified man from a potential career in medicine. But it was wartime in America, and many men who might have studied medicine were abroad, in military service. With the support of her parents—both doctors—she graduated with a doctor of medicine degree from the Washington University School of Medicine in 1947.

“In a special memorial edition of *The Pharos*, Glaser's colleagues paid tribute to her in poetry and prose. ‘She offered civility in the scientific setting,’ offered Oliver Owen, ‘and used her literary skills to help others advance social progress. Her caring personality and intellectual standards elevated the creativity of students, residents, fellows, young physicians, and old-timers as authors. Her intellect and vibrancy spanned marriage, motherhood, friendship, and career. She enriched the lives of all who knew her.’”

- **Dr. Iris Litt** “Through her work on young women's health issues, Dr. Iris Litt has helped to revolutionize the care of women in prisons and juvenile detention centers. For the past twenty-five years her research has focused on health problems of adolescents, including substance abuse, prevention of pregnancy and sexually transmitted diseases, and most recently, the long-term consequences of eating disorders in adolescent women.

“Born in Brooklyn, New York Iris Litt graduated with a B.A. from Cornell University, and graduated summa cum laude from the State University of New York, Downstate Medical Center, Brooklyn, New York. Dr. Litt was a teaching fellow at Cornell Medical College, then taught pediatrics at Albert Einstein College of Medicine in the Bronx ... and at Montefiore Hospital.

“Since 1976 Dr. Litt has been director of the Division of Adolescent Medicine at Stanford University's Department of Pediatrics, where she is also currently professor of pediatrics and director of the Institute for Research on Women and Gender.

“Among many honors accorded her, Dr. Litt was elected to the Institute of Medicine in 1995, received the annual Outstanding Achievement Award in Adolescent Medicine from the Society for Adolescent Medicine in 1992, and in 1996 was listed in Best Doctors in America. As editor-in-chief of the Journal of

Adolescent Health, Litt is also a frequent contributor; in a 2002 editorial, she addressed the issue of bioterrorism and adolescents.”

- **Dr. Mary Lake Polan** - “has combined rigorous scientific research with a humanistic clinical approach, in a career spanning women's health, clinical medicine, medical education, and governmental organizations.

“Mary Lake was born in New Mexico in 1943. She obtained her bachelor's degree from Connecticut College, graduating *cum laude* and Phi Beta Kappa in 1965. She earned a Ph.D. in molecular biophysics and biochemistry in 1970, followed by a medical degree in 1975, both from Yale University School of Medicine. After completing her residency at Yale she held a fellowship in reproductive endocrinology in its department of obstetrics and gynecology. In 2001, after deciding to expand her efforts and research in women's health, Dr. Polan earned a master of public health degree in the Maternal and Child Health Program at the University of California, Berkeley.

Dr. Polan worked and taught at Yale University School of Medicine until 1990, with intervals as a visiting professor in Iran in 1978 and China in 1986. In 1990 she moved to Stanford University School of Medicine, where she has since served as chair of the department of obstetrics and gynecology and as the Katharine Dexter McCormick and Stanley McCormick Memorial Professor.

Dr. Polan has published more than 130 articles, chapters, and books in her areas of research, and in the laboratory at Stanford she focuses on reproductive endocrinology and infertility and, most recently, on gene expression patterns in uterine fibroids (benign tumors).

In recent efforts to help African women in dire need of corrective gynecological procedures, Dr. Polan organized a team of surgical volunteers to travel to East Africa. There, they operated on thirty-seven women in Asmara, Eritrea, to repair the physical damage resulting from prolonged labor during childbirth, a common problem in rural areas. The team hopes to return to help the Eritreans establish a center for gynecological support and patient education at the local hospital.

The National Institutes of Health appointed Dr. Mary Polan co-chair of the Task Force on Opportunities for Research on Women's Health in 1991. From 1995 to 1998 she was also a member of the Director's Panel on Clinical Research. Dr. Polan was elected to the Institute of Medicine in 1993 and will serve on its Governing Council through 2005. At the request of Tommy Thompson, Secretary of the Department of Health and Human Services, Dr. Polan serves as one of eleven members of the Secretary's Advisory Committee on Human Research Protections through 2006. The committee will be asked to advise on the responsible conduct of research involving human subjects. Dr. Polan also serves on numerous other medical and health committees, including the American Society for Reproductive Medicine and the American Medical Women's Association. She is a fellow of the American College of Obstetrics and Gynecology and a member of many professional societies.”

- **Judith Lea Swain, M.D.** “a specialist in cardiology ... Dr. Swain works in many areas of medicine, from research to invention, publishing to hospital administration, professional consulting to academic leadership, and mentoring others in the development of their medical careers.

“When she first decided to become a physician as a junior high school student, Judith Swain's goal was more general, to combine her love of science with helping people. Born in Long Beach, California, in 1948, Judith earned her Bachelor of Science degree in chemistry at the University of California, Los Angeles in 1970. She earned her doctor of medicine degree at the University of California, San Diego, in 1974, and went on for her internship and residency at the Duke University Medical Center in Durham, North Carolina, where she later held fellowships in cardiovascular research and clinical cardiology. In 1979 she joined the faculty at Duke, where she stayed until 1991. While there, she became widely known in the field of molecular cardiology and pioneered the use of transgenic animals to understand the genetic basis of cardiovascular development and disease.

“From 1991 to 1996 she was the Herbert C. Rohrer Professor of Medical Sciences at the University of Pennsylvania, where she was a professor of genetics and member of the molecular biology graduate group. In 1997 Dr. Swain became the Arthur L. Bloomfield Professor of Medicine and chair of the Department of Medicine at Stanford University School of Medicine. Dr. Swain has had major research grant support ... from a number of grant funding agencies, including the National Institutes of Health (NIH), from whom she has received research funding for the past 20 years

“Dr. Swain holds several patents, including two patents for methods of increasing the energy metabolism of heart and skeletal muscle, and one for a method of identifying patients at risk for heart failure. She has published more than sixty articles and book chapters in the field of cardiology.

“Dr. Swain has been elected to a number of honorary societies, including the Association of American Physicians, the American Society for Clinical Investigation, the Association of University Cardiologists, the American Clinical and Climatological Society, and the Institute of Medicine.”

Some Reflections on the Annual Staff Recognition Dinner

It was a great pleasure to attend the Annual Staff Recognition Dinner Banquet that was held in the Stanford Faculty Club on Thursday, November 14th. Although I now have been at Stanford just over 2 ½ years, this was the third such event I participated in – and each has left wonderful memories. Perhaps foremost is the clear commitment and dedication of the individuals who comprise the Stanford Medical community. During the dinner, I had the opportunity to visit (albeit briefly) with nearly all of the individuals celebrating their service to the School of Medicine (from staff who have been here for 5 years to individuals who have given over 35 years of service). While each surely has an important personal story and history, a unifying theme was the overall satisfaction that our staff appears to have by being part of our School of Medicine community. I have no

doubt that each individual faces significant challenges in her or his workplace, but I am pleased to know that each values what the School stands for – and what it is trying to accomplish. There is no doubt that whatever success we may achieve in reaching our goals and Strategic Initiatives (<http://medstrategicplan.stanford.edu/>) is closely aligned to the many contributions that each member of our community plays on a day-to-day and year-to-year basis.

Recognizing that each individual employee is important, it is also a pleasure to pay special homage to those who have won this year’s SPIRIT Award as well as those who have served the School of Medicine for more than two decades. The SPIRIT Award (Service Orientation, Positive attitude, Initiative, Resourcefulness/reliability, Innovation, and contributing as a Team Player) is presented to two staff members who have been selected for providing outstanding contributions to the mission and vision of the School of Medicine. This year’s recipients of the SPIRIT Award are:

- **Valerie Williams**, Administrative Associate, Division of Cardiovascular Medicine, Department of Medicine and
- **Reese Zasio**, Facilities Engineer/Coordinator, Veterinary Service Center, Department of Comparative Medicine.

Please join me in congratulating Ms. Williams and Mr. Zasio.

In addition, I am pleased to list the names of those who have served the School of Medicine for more than twenty years. They include:

20-Year Employees:	25 Year Employees	30-Year Employees:	35- Year Employees:
Bonita Baker	Claudia Benike	Miguel Alvarez	Annie Chang
Denise Cline	Inna Bilis	Roger Baldwin	Libuse Jerabek
John Dorman	Kristina Blouch	Karen Carpenter	Linda Lan
Ellen Fitzpatrick	Mary Buttner	Sandra Conlon	Norma Malimban
Humberto Garcia	Butch Colyear	Ronald Garcia	Orlando Rojas
Susan Marie Gokey Gonzalez	Caroline Constantz	Jerry Halpern	Carol Sweeney
Diane Howard	Rebecca Green	Anne Klause	
Carol Kersten	Irene Renee Grys	Sheryl Pask	
Tim Knaak	Cheryl Joo	Alma Quintos	
Doreen Leith	Lisa Ma	Glenda Riddley	
Eileen Maisen	Susie Mitchell	Fae Sloss	
Patricia McAfee	Pauline Worrell	Susan Sith	
Mark McLaughlin			
Dick Miller			
Punaotala Opeta			
David Proffitt			
Audrey Pullens			
Robert Schneeveis			

CarielTaylor-Edwards
Birgit Walker
Belinda Rosales-Webb
Phuoc Vo

I again want to add my thanks and appreciation to all our employees – but in particular those who have served the School and University for extended periods of service. Thank you.

Update from the Executive Committee: Report from Molecular and Cellular Physiology

At the November 7th meeting of the Executive Committee, Dr. Rick Aldrich, Chair of the Department of Molecular and Cellular Physiology, presented an in-depth look at the faculty, students, teaching, and research activities of the department. He provided a history of the department's faculty as well as its trainees, from its establishment in 1988 to the present. The department currently has eleven faculty. Over the course of its existence, the department has trained 42 graduate students and 119 postdoctoral fellows, who, among them, hold positions at 42 U.S. and 17 international academic institutions and some 26 companies. In addition to a full complement of courses taught on campus, MCP faculty have taught at the Marine Biological Laboratory at Woods Hole, Cold Spring Harbor Laboratory, SSRL, and the Society of Neuroscience Short Courses.

The research activities in the department are multi-disciplinary and show a high degree of collaboration among faculty. The physiological systems being studied include: nervous and sensory, cardiovascular, endocrine, renal, gastrointestinal, immune, and epithelial biology. Among the specific topics in cellular biology being investigated are cell shape, motility, and interactions; membrane and membrane protein trafficking; membrane protein structure and function; ion channels, receptors, and electrical signaling; synaptic transmission and plasticity; and calcium signaling. Methodologies employed include spectroscopy and imaging, single molecule biophysics, and electrophysiology.

Dr. Aldrich emphasized that the faculty in the department also have a large number of collaborations with faculty in other departments and schools at Stanford. Discussion following the presentation focused on the importance of such collaborations. One chair commented that the environment is crucial for either encouraging or discouraging collaborative work, and the suggestion was made that mechanisms for making collaborations easier and more efficient be explored.

Thanks to Dr. Aldrich for his fine presentation and to all the faculty, staff, and students in the department for their many scientific and institutional contributions.

Update from the Medical School Faculty Senate

At the November 19th meeting of the Faculty Senate, special homage was paid to Drs. Sam LeBaron and Kelly Skeff for the important national awards they received respectfully for compassion in medicine and mentoring. This served as an opportunity for the Senate to focus on the importance of humanism in medicine – and for a culture that fosters professionalism. Dr. Oscar Salvatierra, Chair of the Senate, stated that professionalism will be among the highest priorities of the Senate. I am very pleased with this decision and the Dean's Office will do everything it can to work closely with the Faculty Senate to fulfill this goal.

Professionalism: The following statement on professionalism adapted from statements of the American Boards of Internal Medicine and of Pediatrics was adopted by the Medical School Faculty Senate at its June, 2002 meeting as a preliminary guideline:

Professionalism comprises those attributes and behaviors that serve to maintain patient interests above physician self-interest. Professionalism extends beyond interactions with patients and their families, however. Professionalism also involves relationships and interactions between all those involved in medical education and the delivery of patient care including physicians, students, administrators, and allied health professionals. It has implications for research activities and interactions with for-profit companies, governmental agencies, and other outside entities. Professionalism should pervade all of our activities in medicine and should include:

- A commitment to the highest standards of excellence in the practice of medicine and in the generation and dissemination of knowledge.
- A commitment to sustain the interests and welfare of patients.
- A commitment to be responsive to the health needs of society.

The elements of professionalism include altruism, accountability, responsibility, excellence, duty, honesty, integrity, and respect for others. Physicians, students of medicine, and all staff participating in medical student education and patient care at Stanford University School of Medicine are expected to aspire to these ideals, further defined as:

Altruism is the unselfish regard for and devotion to the welfare of others and is a key element of professionalism. Self-interest or the interests of other parties should not interfere with the care of one's patients and their families.

Accountability and responsibility are required at many levels – individual patients, society and the profession. First there must be accountability to one's patients and to their families. There must also be accountability to society for addressing the health needs of the public and to ensure that the public's needs are addressed. One must also be accountable to the profession to ensure that the ethical precepts of practice are upheld. Inherent in responsibility is reliability in completing assigned duties or fulfilling commitments. There must also be a willingness to accept responsibility for errors.

Excellence entails a conscientious effort to exceed ordinary expectations and to make a commitment to life-long learning. Commitment to excellence is an acknowledged goal for all physicians and students of medicine. A key to excellence is the pursuit of and commitment to providing the highest quality of health care through lifelong learning, education, and reflection. One must seek to learn from errors and aspire to excellence through self-evaluation and acceptance of the critiques of others.

Duty is the free acceptance of a commitment to service. This commitment entails being available and responsive when “on call,” accepting inconvenience to meet the need of one’s patients, enduring unavoidable risks to oneself when a patient’s welfare is at stake, advocating the best possible care regardless of ability to pay, seeking active roles in professional organizations, and volunteering one’s skills and expertise for the welfare of the community.

Honesty and integrity are the consistent regard for the highest standards of behavior and the refusal to violate one’s personal and professional codes. Honesty and integrity imply being fair, being truthful, keeping one’s word, meeting commitments, and being forthright in interactions with patients, peers, and in all professional work, whether through documentation, personal communication, presentations, research, or other aspects of interaction. They require awareness of situations that may result in conflict of interest or that result in personal gain at the expense of the best interest of the patient.

Respect for others is the essence of humanism, and humanism is central to professionalism. This respect extends to all spheres of contact, including but not limited to patients, families, other physicians, and professional colleagues, including nurses, residents, fellows, and medical students. One must treat all persons with respect and regard for their individual worth and dignity. One must listen attentively and respond humanely to the concerns of patients and family members. Appropriate empathy for and relief of pain, discomfort, and anxiety should be part of the daily practice of medicine. One must be fair and nondiscriminatory and be aware of emotional, personal, family, and cultural influences on patient well-being and patients’ rights and choices of medical care. It is also a professional obligation to respect appropriate patient confidentiality.

Thanks and Farewell to Ms. Michael Cowan

After 29 years at Stanford, Michael Cowan, Associate Dean for Postdoctoral Affairs, retired last week. Ms. Cowan began her career in the Bursar's office in 1974 and became Director of Financial Aid for the medical school in 1975. She worked with deans Lawrence Crowley, Dominick Purpura, David Korn and Eugene Bauer in a variety of roles. Michael is widely recognized for her initiatives on behalf of women students and women faculty. She was the recipient of the Kenneth M. Cuthbertson Award for Exceptional Service to Stanford University in 1997.

In the Fall of 2000, Michael was appointed to her most recent position, creating the first university-wide office for postdoctoral scholars in the country. She was a tireless

advocate for that group and helped them achieve many gains and much-deserved recognition both at Stanford and nationally.

Please join me in wishing her well.

Awards and Honors

- Dr. Hal Holman, Berthold and Belle N. Guggenhome Professor of Medicine, has been named the recipient of the John Phillips Memorial Award for Outstanding Work in Clinical Medicine by the American College of Physicians.
- Dr. Kelly Skeff, George DeForest Barnett Professor in Medicine, has been elected to Mastership in the American College of Physicians.

Announcements

Community Faculty Lecture Series: On Wednesday evening, December 3rd at 7:00 p.m., the next lecture in our series of Community Faculty Lectures will be held in the Clark Center Auditorium and will address “What the Owl Can Teach Us About the Brain” by Dr. Eric Knudsen, Chair of the Department of Neurobiology. One of the most fascinating properties of the brain is its ability to learn. Dr. Knudsen will discuss his studies in barn owls that have shown how experience during early life, learning in small increments, and high levels of attention can increase the capacity for learning in the adult brain.

Appointments and Promotions

- **Timothy Angelotti** has been reappointed to Assistant Professor of Anesthesia at the Stanford University Medical Center, 8/1/2004 to 7/31/2007.
- **Julie Baker** has been reappointed to Assistant Professor of Genetics, effective 2/1/2004 to 1/31/2007.
- **Catherine Beckwith** has been reappointed to Assistant Professor of Comparative Medicine at the Stanford University Medical Center, effective 12/16/2003 to 12/15/2005.
- **John Chow** has been reappointed to Assistant Professor of Anesthesia at the Stanford University Medical Center, effective 7/1/2004 to 6/30/2007.
- **Robert Jackler** was appointed to Professor of Otolaryngology and, by courtesy, of Neurosurgery and of Surgery, effective 12/1/2003.
- **David Magnus** was appointed to Associate Professor (Teaching) of Pediatrics and, by courtesy, of Medicine, effective 12/1/2003 to 11/30/2009.
- **Marcia Stefanick** was promoted to Professor (Research) of Medicine and, by courtesy, of Obstetrics and Gynecology, effective 12/1/2003 to 11/30/2009.
- **Richard Shaw** has been promoted to Associate Professor of Psychiatry and Behavioral Sciences and Associate Professor, by courtesy of Pediatrics at the Stanford University Medical Center, effective 12/1/2003 to 11/30/2008.
- **Keith Stockerl-Goldstein** has been promoted to Associate Professor of Medicine at the Stanford University Medical Center, effective 12/1/2003 to 11/30/2008.