

## **Dean's Newsletter**

### **February 9, 2004**

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#### **Update on the Strategic Planning Retreat**

From January 29-31<sup>st</sup>, approximately 75 members of the Stanford Medicine community gathered at the Carmel Valley Ranch for our Third Strategic Planning Retreat. The first of these Retreats was held in early February, 2002 and offered the opportunity to further develop our School-wide Strategic Plan entitled "Translating Discoveries" (<http://medstrategicplan.stanford.edu/>). Since then we have been working diligently to implement the various initiatives we identified in key mission based areas. At this year's Retreat we had the opportunity to present updates of our progress as well as to engage the attendees in some critically important questions and issues that impact Stanford now and in the future.

As with our past two Retreats, this year's event brought together a diverse community, including Department Chairs, Institute Directors, Senior Deans, School Leaders, University Officials (including the Provost, Trustees), Hospital CEOs and representative medical and graduate student leaders as well as leaders from the Residency Training Program and clinical and research Fellowship Programs.

As reported in the last edition of the Dean's Newsletter, the agenda was quite intense and demanding – making for long but productive days.

This year we also had the privilege of having Dr. Jordan Cohen, President of the Association of American Medical Colleges (AAMC), join us for the Retreat and present his views about the challenges facing academic medicine in the 21<sup>st</sup> Century.

From the feedback I have received, I would rate this year's Retreat as a wonderful success. The attendees were clearly energized by the progress that we are making and seemed truly pleased to be part of an initiative that is helping make Stanford a role model among research-intensive academic medical centers. They also had the opportunity to present an important and diverse set of views and perspectives, enabling us to learn from

each other and help chart our course for the years ahead. Indeed, in our small group breakout sessions – and then group wide discussions – we had the opportunity to identify some of our most important challenges and to begin identifying ways of making progress for the future.

In the brief report that follows I want to highlight some of the discussions that took place at the Retreat. In the very near future we will have the presentations that were given at the Retreat posted on our Web Site (<http://med.stanford.edu/dean/>).

I also want to take this opportunity to thank everyone who presented at the Retreat or who participated in the discussions that unfolded. In addition, I want to offer special thanks to Mr. David O'Brien, Director of Institutional Planning, who did a spectacular job in helping us prepare for the Retreat (including helping to summarize what transpired) as well as keeping our Strategic Planning efforts moving forward. Finally, I want to thank Ms. Sharon Olsen, Executive Associate to the Dean, for all the special efforts she put forth to help make the Retreat such a wonderful experience for all.

### **Medical Education**

***Julie Parsonnet, M.D., Senior Associate Dean for Medical Education***, presented "*Medical Education – Towards a Medical University*".

Dr. Parsonnet provided a review of major accomplishments in Medical Education in 2003, including the initiation of the new Stanford Curriculum, a Faculty Senate Committee on Performance Assessment and Advising, and a new funding mechanism for the Office of Continuing Medical Education. She also reported excellent results in our admissions yields and our residency matches.

She also presented an in-depth review of the Scholarly Concentrations, the structure of the new curriculum and the developing mechanisms for curriculum evaluation.

She concluded with a presentation of objectives for Medical Education in 2004, including the continued implementation of the new curriculum, improvements to student evaluations, incorporation of residents and fellows into the scholarly concentrations, developing mechanisms to facilitate and foster excellence in teaching, and developing a more robust CME program.

Discussions following the presentation addressed issues associated with the integration of our medical and biosciences graduate programs, the importance of ensuring that our admissions criteria reflect the types of students most appropriate to the new curriculum, and the importance of evaluating the "hidden curriculum" that represents what students are actually learning through all modalities.

### **Graduate Education and Postdoctoral Training**

**John Boothroyd, Ph.D., Senior Associate Dean for Research and Training**, presented “*Flexible Strength in Graduate Education*” and “*Postdoctoral Training: Building on Excellence*”.

Dr. Boothroyd reported on the high levels of graduate student satisfaction with their decision to attend Stanford, but also laid-out an agenda for improvements in the areas of graduate student diversity, increased flexibility for 1<sup>st</sup> year students and increased strength in interdisciplinary training.

He also reported on a number of planned initiatives designed to make the postdoctoral scholar/scientist career an attractive choice, to promote increased diversity among postdoctoral scholars, and to foster successful career transitions from postdoctoral scholar to independent scientist.

He identified a continuing commitment to developing additional mechanisms to increase the exposure of graduate students and postdoctoral scholars to clinical medicine and translational research.

He concluded his presentation by soliciting discussion around the issues of increased graduate student and postdoctoral scholar diversity, increased exposure to clinical medicine and translational research, increased teaching opportunities for students and fellows, and improved mentoring.

Discussions following the presentation ranged widely across these issues as well as issues of housing affordability for postdoctoral scholars, limitations on the duration of postdoctoral training, and opportunities for clinical exposure.

### **Graduate Medical Education and Postgraduate Medical Education**

**Harry Greenberg, M.D., Senior Associate Dean for Research and Training**, presented “*Opportunities for Change in Graduate and Postgraduate Medical Education*”.

Dr. Greenberg provided an overview of the student and trainee types within in the School’s medical and graduate biosciences programs. He noted a surprising degree of symmetry among our programs, with medical students and biosciences graduate students being roughly equal in size and total pre-degree students being about 50% to size of total post-degree trainings. He reported a current total School of Medicine student and trainee population of approximately 2,820. He also summarized the complexity of the academic and administrative organizations currently involved in support of these students and trainees.

He summarized the charge and key findings of the Dean’s task force on Residents and Fellows, including the need to strengthen the decanal role in these programs, the need to develop “customer service” oriented administrative structure, and the need to develop and oversee SUMC program standards, including elements of increased scholarship.

He concluded by delineating specific future goals for our GME/PGME programs, including addressing the specific Task Force recommendations, providing research opportunities similar to the scholarly concentrations, and developing a strategic plan for all our trainees. One of the major goals will be to extend the Scholarly Concentrations that have been developed for medical students into the Residency and Fellowship programs

### **Academic Affairs**

**David Stevenson, M.D., Senior Associate Dean for Academic Affairs**, presented “*Academic Affairs: Our Changing Professoriate*”.

**Ken Cox, M.D., Senior Associate Dean for Clinical Affairs (Pediatrics and Obstetrics)**, presented “*Clinician Educators: Critical Workforce For the Success of Stanford’s Clinical Programs*”.

As background, Dr. Stevenson summarized the history of the Medical Center Line and its recent refinements, the major additional revisions to the professoriate accomplished in 2003, and the current resultant structure and composition of the faculty (and related) positions at the School of Medicine. He also summarized the practical effects on the School of the new faculty billet cap and presented comparative data on faculty size and rank for Stanford and our peer research-intensive medical schools.

Dr. Stevenson also presented 3 key areas for new initiatives in 2004. These included a change in our faculty resource orientation from one of “billet control” to one of “position management”, the continued transformation of the Office of Academic Affairs into a proactive and consultative service function, and the development and implementation of a new Faculty Leadership Development Program for all School of Medicine faculty.

Dr. Cox then reported on the work findings and recommendations of the recently appointed Clinician Educator (CE) Task Force, which he chaired. He began by summarizing the current status of clinician educators and the objectives of the Task Force. These included clarification of CE compensation and benefits relative to their peers (both academic and non-academic) and identification of existing barriers to the full utilization of these appointments.

Dr. Cox presented data on the numbers and distribution of CE by rank and by duration of appointments, by the percentage FTE of their appointments, and by their distribution among departments.

He summarized the current state of the issues, and their potential resolution, for the key areas of concern to the CE: creating a valued position, providing opportunities for a competitive salary, and providing a fair and competitive benefits plan that includes housing and professional/sabbatical leave provisions.

The discussions that followed these two presentations addressed issues relating to the key roles of CE as educators and clinicians, the role of “Instructor” as a transitional appointment for future faculty, the potential role of the VA as a model for non-faculty academic roles, and the key role of CE in the success of the hospitals.

### **Finance and Administration**

**Mike Hindery, Senior Associate Dean for Finance and Administration**, presented “*Finance and Administration: NOT Lost in Translation*”.

Mr. Hindery’s presentation included a summary of significant 2003 accomplishments, a description of the rationale and structure of a proposed new management model for academic units, and a summary of key initiatives planned for 2004.

Most notable among the reported accomplishments in Finance and Administration were the development and implementation of new formulas for school operating budget allocations and for a university “citizenship tax”, continued implementation of university administrative information systems, development of an SUMC facilities master plan, and continued improvements to employee retention and respectful workplace programs.

Mr. Hindery summarized the most significant internal and external factors that are affecting the administrative work of the Medical School. These include the proliferation of departmental and non-departmental academic units, the workload burdens of new information systems and compliance obligations, and our efforts toward increased interdisciplinary activities. He outlined a proposed administrative model that allows for a more flexible and efficient response to these challenges while preserving the critical roles of departmental administration in support of the faculty’s programs.

Plans for 2004 include further discussions of the administrative model and additional pilot programs, a comprehensive review of the school’s operating, consolidated and capital budgeting processes, continued administrative systems implementation, continued refinement of funds flow formulas, and increased efforts to create and promote programs contributing to an appropriate work-life balance.

The discussions that followed addressed many issues associated with the proposed administrative model, in particular the role of the DFA and the critical nature of the DFA-Chair relationship.

### **Invited Speaker**

**Jordan Cohen, M.D., President, Association of American Medical Colleges**, spoke on “*Contemporary Challenges For Academic Medical Centers*”.

Dr. Cohen introduced the key challenges confronting the primary missions academic medicine, delineating the factors behind these challenges and their likely

implications on medical schools. He commended the efforts underway at Stanford, suggesting that they represent thoughtful and appropriate responses to many of these challenges.

### **Information Resources and Technology**

**Henry Lowe, M.D., Senior Associate Dean for Information Resources and Technology**, presented “*Information Resources and Technology*”.

Dr. Lowe reviewed the primary goals of IRT and the IRT development model, as articulated last year, and steps taken during 2003 toward achieving those goals. He then presented the key plans for 2004 in each of IRT’s functional areas (IT Security, Desktop Support, Website applications, Wireless computing, Knowledge Management, Learning Technologies, translational research data systems, and clinical informatics).

Important IRT initiatives featured by Dr. Lowe included the implementation of a “trusted network” model to enhance medical school security, the development of a “hub and spoke” IT support model for desktop support, continued implementation of the new School of Medicine web architecture and supporting systems, development of an integrated and centrally managed School wireless network, the development of a Knowledge Management strategic plan, the continued development of a translation research data repository and the development of plans for a medical school Center for Clinical Informatics.

The subsequent discussions expressed support for IRT’s efforts to collaborate with SHC and LPCH. Support was also expressed for the planned data repository and the development of a desktop support service.

### **Government, Public Affairs and Communications**

**Ryan Adesnik, Director of Government Relations, and Paul Costello, Executive Director of Communications and Public Affairs**, presented “*2004 – Collision Course? Defending Science from Politics*”.

Mr. Adesnik and Mr. Costello described the current national climate as it relates to public policy and support for science. They provided a number of specific examples of recent efforts to politicize the traditionally impartial deliberations over funding priorities and individual grant applications. They presented an inventory of key initiatives likely to come before Congress in 2004 that could have significant consequences on the nation’s scientific priorities. These included the FY05 NIH funding authorization, a potential comprehensive NIH reauthorization, and additional efforts to secure legislations banning human reproductive and therapeutic cloning.

They concluded with a call to action by the school’s faculty and offered a faculty program of media training and media appearances, editorial board briefings, Op/Ed pieces, high profile speaking engagements and participation on campus tours and in

policy forums. They highlighted some key successes in 2003 resulting from efforts such as these.

The discussion that followed reinforced the seriousness to the threats and the importance of action by the entire community, including faculty, leaders and students.

**Stanford Hospital and Clinics and Lucile Packard Children's Hospital**  
*Martha Marsh, President and CEO of SHC*, presented "*Stanford Hospital and Clinics and Stanford University School of Medicine: Partners in Translational Medicine*".  
*Norm Rizk, M.D., Senior Associate Dean for Clinical Affairs (Adult)*, presented "*Clinical Programs Strategic Planning*".  
*Chris Dawes, President and CEO of LPCH, and Ken Cox, Senior Associate Dean for Clinical Affairs (Pediatrics and Obstetrics)*, presented "*Lucile Packard Children's Hospital Update to Stanford University School of Medicine Leadership Retreat*".

Ms. Marsh provided a status update on the programmatic and financial status of SHC, including a summary of key efforts undertaken since 2002 that have lead to a much-improved situation. She expressed caution, however, about the significant challenges still ahead. Most notable among these are continued pressures on the costs of care, the importance of quality of care, increasing barriers to access to care at Stanford, and local competitive threats.

She outlined an SHC success strategy that would unite the joint interests of SHC and the School in translational research and medicine in the development of clinical centers of excellence with close ties to the school's planned institutes. With concurrent SHC management efforts in quality and service initiatives, joint investments in new markets and a renewed capital investment program, Ms. Marsh felt confident that these efforts would lead to the continued strengthening of SHC.

Dr. Rizk provided a summary of the recent financial and program activities of the faculty's outpatient services. He also reviewed the options that were discussed a year ago for maintaining our patient base and changes that have occurred that directly effect (and reduce) the options available to the faculty and medical center. He presented the proposition that, to succeed, we must position ourselves as the quality and value leader in healthcare – that SHC must become the "must have" provider for local employers' health plans because patients demand access to SHC.

Dr. Rizk outlined the key institutional initiatives that are required in order for this strategy to succeed. These included recognizing and promoting the unique talents of our faculty, developing more functional business relationships between and within the School and SHC, eliminating current barriers between clinical departments through the creation of clinical centers and other interdisciplinary ventures, and making a reality of the promise of translational research and medicine.

Mr. Dawes described the transformation that has occurred at LPCH during the past 5 years reflecting concerted efforts to achieve their long-term goals of Preeminence and Sustainability. He noted, in particular, the role of the Children's Health Initiative in supporting coordinated investments in LPCH Information Systems, Core Programs, Centers of Excellence, Regional Programs of Excellence, and Critical Programs and Services. He also stressed the value of the alignment between the LPCH Centers of Excellence and the School's Institutes.

Dr. Cox provided an update on the successful development and implementation of faculty practice organization for Pediatrics and Obstetrics faculty at LPCH. He outlined the underlying rationale for the FPO and its key organizational features and put forward the major objectives for the FPO in 2004. These include a series of programs to improve patient access, patient satisfaction, clinical facilities, and billing and contracting.

Mr. Dawes then concluded with a summary of the LPCH priorities for the next 5 years. These include building and maintaining programmatic momentum in key clinical areas and undertaking the systematic implementation of a multi-year, multi-phased facilities renewal program to ensure the continued availability of children's services in the community.

During the discussion period questions were raised about the competitive challenges from Sutter, Kaiser and UCSF and the relative priorities of primary/secondary care and tertiary/quaternary care for preserving our patient bases. There was also an extended discussion of the roles that the School's CME programs could play in securing physician alliances. The importance of developing an adult FPO comparable to that underway at LPCH was reinforced by a number of individuals.

#### **Enabling Translation (Panel)**

**Phil Pizzo, M.D., Dean**, presented "*The Faculty Interests Survey – 2003*".

**Irv Weissman, M.D., Director, Cancer/Stem Cell Institute**, presented "*The Institute for Cancer/Stem Cell Biology and Medicine*".

**Karl Blume, M.D., Associate Director, Cancer/Stem Cell Institute**, presented, "*NCI-Designation of Stanford University as a Comprehensive Cancer Center*".

**Bill Mobley, M.D., Ph.D., Director, Neurosciences Institute at Stanford**, presented "*Neurosciences Institute at Stanford (NIS)*".

**Judy Swain, M.D., Chair, Department of Medicine**, presented, "*Stanford Cardiovascular Institute*"(SCVI).

**Ann Arvin, M.D., Associate Dean for Research**, presented, "*Stanford Immunology, Transplantation Biology and Infection Institute*"(SITI).

**Paul Yock, M.D., co-Chair, Department of Bioengineering**, presented "*Program in Biodesign*".

Dr. Pizzo briefly summarized selected findings from the 2003 survey of medical school faculty. He noted that the survey had a very high (64%) overall response rate. From the survey, he showed that faculty, on average, indicated an affinity for 9 of the 20



affinities areas indicated. The 4 planned institutes encompassed the medium-to-high interests of 84% of the faculty. Including programs in Bioengineering and Genetics/Genomics increased this number to 90% of the school's faculty. He concluded that the school's plans for interdisciplinary initiatives were appropriately targeted to be inclusive of the faculty's interests.

Dr. Weissman described the recent scientific and organizational history of Cancer/Stem Cell activities at Stanford and offered a number of examples of on-going areas of Discovery leading to Translation and on to Therapy. He concluded with a presentation of emerging active collaborations in cancer/stem cell related areas.

Dr. Blume provided an update on the impressive efforts underway to achieve NCI designation as a comprehensive cancer center. He also detailed some of the programmatic and core resources areas encompassed within the NCI proposal.

Dr. Mobley presented the vision for the NIS and elaborated on its relationships to existing neurosciences activities at Stanford. He also described the unique role of NIS in facilitating translational activities among existing and future neuroscientists and outlined how the operating principles embraced by NIS will make this possible.

Dr. Swain described the mission, focus and organization of the SCVI. She put forward the SCVI "Grand Challenge" of improving the outcome from heart failure and discussed how the SCVI model would provide unique opportunities to meet this, and subsequent, challenges.

Dr. Arvin described the principles of the SITI and its unique orientation and scope among the planned institutes. She elaborated on each of the four centers planned within the institute and described their potentials for discovery and unique impacts on science and clinical care. She concluded with a discussion of the predictors of success for the institute.

Dr. Yock provided an overview of the unique organization and initiatives undertaken through the Biodesign Program, focusing on innovation and effective models for technology transfer. He also described program's innovative training opportunities.

During the discussion period, Rick Myers (Chair, Department of Genetics) described recent efforts among the faculty to define an interdisciplinary initiative in Human Genetics. He indicated a great deal of interest among the faculty and significant opportunities for training and translational research.

A number of observations were made about the need for programmatic flexibility and responsiveness by the institutes in order to enable them to succeed in filling the ever changing gaps between the more static departmental structures.

The innovative approaches to training and translation sponsored by the Biodesign Program were noted as models for similar efforts within the institutes.

## **SEMC and Development**

*Phil Pizzo, M.D., Dean*, presented “*Translating Our Vision and Goals into Reality: Capital and Programmatic Planning*”.

Dr. Pizzo reviewed the state of SUMC facilities planning a year ago and outlined what has changed (and what has not changed) during the intervening period. He then described the major goals of the current School of Medicine Master Facilities Plan and how they are reflected in the near-term in the SEMC projects and how they will be played out in the years following the SEMC. He described in more detail the completed work to-date on the SMILE project and the plans under development by LPCH for facilities renewal and development in Palo Alto. He concluded the facilities portion of his presentation by reintroducing the question of a second campus – to be discussed further during the breakout sessions.

Dr. Pizzo also presented an overview of the development efforts that have been undertaken since the last retreat. He used, as an example of integrated planning, development efforts around the Cancer/Stem Cell Institute and the SHC Clinical Cancer Center. He concluded by laying out the challenges for a successful effort to raise funds for the school’s key strategic goals.

### **Breakout Sessions**

The retreat participants were divided into 7 breakout groups. Each were assigned 2 discussion areas from the following list:

- *Extending our Education Mission*
- *Extending our Patient Care Mission*
- *Extending our Research Mission*
- *Extending our Faculty and Roles*
- *Extending our Campus*
- *Translating our Vision and Goals into Reality: The Importance of Philanthropic Support.*

Each group was facilitated by a Senior Associate Dean and supported by a staff member to record the group’s discussion.

Working off a list of exemplary questions for each assigned discussion area, the groups were asked to develop brainstorming ideas, identify significant challenges and supporting factors, and develop up to 5 specific recommendations for action.

Spokespersons for each discussion area then summarized the group’s discussion and key action ideas. These presentations were transcribed by a facilitator onto a very large and comprehensive template. Throughout an extended “town hall”-type discussion period, these action ideas were further elaborated and diagramed. At the conclusion of the retreat, participants were asked to mark the six action items they felt were most important and/or that they would be willing to commit to personally supporting – through their own time and energy.

The results of these presentations and indications of interest and support are currently in the process of being tabulated. The preliminary data indicate that six initiatives received 60% of the votes and include specifically:

### **Clinical Programs**

1. Improving the overall patient experience at SHC and LPCH
2. Developing an adult Faculty Practice Organization analogous to that now being implemented in pediatrics
3. Establishing a viable career path for “Clinician-Educators”

### **Research**

4. Critically determining the benefits for developing a second campus
5. Incorporating the “biodesign model” into other features of our institutes and research programs

### **Education**

6. Making the institutional changes necessary to promote student and faculty diversity

### **Next steps**

Over the next several weeks we will refine the action items emerging from the Retreat and further prioritize our plans for the next year and those that follow. We have clearly made significant progress in a number of key areas – but we have much work to do to achieve our key goals and objectives. Among these, further improving our clinical programs and the integration of the School with SHC and LPCH stand as among the most important priorities. Coupled with this is being able to develop the resources, from both the public and private sectors, to enable us to fulfill our programmatic and facility requirements that will permit us to be optimally successful in *Translating Discoveries*.

### **Honors and Awards**

***Dr. Stuart Goodman, Professor of Orthopedic Surgery***, has been elected as a Fellow, Biomaterials Science and Engineering, in the International Union of Societies, Biomaterials Science and Engineering. He will be officially inducted at the 7<sup>th</sup> World Biomaterials Congress in May, 2004

***Dr. Irv Weissman, Karel and Avice Beekhuis Professor of Cancer Biology***, will receive the Alan Cranston Award from the Alliance for Aging Research on April 1, 2004. It should also be noted that the Alliance will host a public conference on stem cell and regenerative medicine research on April 1<sup>st</sup> that will feature prominent and respected scientists, ethicists, and thought leaders. This is an excellent program that I hope members of the Stanford community will attend. For details you can visit the website [www.agingresearch.org](http://www.agingresearch.org)

***Dr. Eugene Butcher, Professor of Pathology***, has been named the co-winner (with Tim Springer of Harvard) of the Crafoord Prize for his research on white blood cells. This award, named for Holger Crafoord, who designed the first artificial kidney, has been given annually since 1982 for scientific research in areas not recognized by the Nobel Prizes, including mathematics, astronomy and biosciences. King Carl XVI Gustaf will present the award Sept. 22 in Stockholm.

***Dr. Michael Longaker*** was recently honored on becoming the Deane P. and Louise Mitchell Professor in the School of Medicine

***Dr. David Stevenson, Harold K Faber Professor of Pediatrics***, Senior Associate Dean for Academic Affairs and Director of the Johnson Center for Pregnancy and Newborn Services, has been elected Vice President/President Elect of the American Pediatric Society – he will assume the role of President in 2005-2006. The American Pediatric Society, which was founded in 1888, is the oldest pediatric society in the United States.

## **Events**

***Opening of the Cancer Center.*** On Wednesday evening, February 4<sup>th</sup>, a Gala was held to herald the opening of the new Stanford Cancer Center, which opens for patient care on March 1<sup>st</sup>. Approximately 600 guests attended the Gala and had the opportunity to tour the wonderful new facilities. The event was hosted by Ms. Martha Marsh, President and CEO of SHC and featured introductions by President John Hennessy, Dean Phil Pizzo and Trustees Isaac Stein and Denise O'Leary (who also serves as Chair of the Board of Directors of SHC).

***Faculty Meeting with Department of Surgery.*** On Monday, January 26<sup>th</sup>, I had the opportunity to attend the Faculty Meeting for the Department of Surgery and heard presentations by each of the Division Chiefs on the progress that has been made in the past several years in education, research and patient care programs. There is no question that the Department of Surgery has undergone considerable change, in part due to a number of important new recruitments, and that it is now performing at an ever-increasing level of excellence. Thanks must go to Dr. Tom Krummel for the efforts he and his colleagues have made in helping the Department to achieve such continued improvements.

***Community Lecture Series.*** In our continuing lecture series to educate the community about important research findings or issues impacting patient care, Dr. Mary Lake Polan, Katharine Dexter McCormick and Stanley McCormick Memorial Professor, lectured on *Human Sexual Function: Mind-Body Connection* on Wednesday February 4<sup>th</sup>.

***LPFCH Series on Translational Medicine.*** On Thursday, February 5<sup>th</sup>, the Lucile Packard Foundation for Children's Health, held a community education event featuring faculty engaged in Translating Discoveries. This is an important way to

help engage our community in the exciting work going on in the School of Medicine and at the Lucile Packard Children's Hospital.

## **Announcements**

- *The Albion Walter Hewlett Award* was developed by the Department of Medicine as a recurring award to honor an extraordinary physician with ties to Stanford. Nominees are welcome from all departments and are not confined to the Department of Medicine. The award committee invites your nomination for a possible award presentation in 2004. Nominees should be from among those living who have made a substantial investment in Stanford (past or present students, house officers, fellows or faculty) and who have consistently, over decades, demonstrated the exemplary combination of a scientific approach to medicine and sensitivity to patients. They should be consummate physicians and role models for future academicians in medicine. Their work should be well known at least at Stanford and, optimally, nationally. Deadline for nominations is due on March 1st. For more information please check out the website at <http://medicine.stanford.edu/hewlett/>
- The Gustavus and Louise Pfeiffer Research Foundation, in conjunction with The Stanford University School of Medicine and Center of Excellence, cordially invite you to attend the *2004 Winter Quarter Visiting Professor Lecture Series* on Thursday, February 12, 2004, at noon in the Clark Center Auditorium with reception to follow. Kristy Freeman Woods, M.D., M.P.H., Professor of Medicine and Director of the Maya Angelou Research Center of Minority Health, Wake Forest University School of Medicine, Winston-Salem, North Carolina, will present *Understanding Racial and Ethnic Health Disparities*. For more information, please contact the Center of Excellence at (650) 725-0403.
- *13th Annual Jonathan King Lectureship* will be held on Wednesday, February 11, 2004, in the Fairchild Auditorium from 5:00 - 6:00 PM. The speaker Eavan Boland, The Bella Mabury and Eloise Mabury Knapp Professor in Humanities, The Melvin and Bill Lane Professor, Director Creative Writing Program, Stanford University, will present *The Science of Curing and The Art of Healing: A Poet's Experience*. She will talk about a writer's view of perceptions of language and senses of survival in a hospital environment, drawn from experiences in the arts program of an Irish hospital. Professor Boland will discuss the importance of the language of hope in a terminal environment. Please contact the Center for Biomedical Ethics at 650-723-5760 for further information or visit their website at <http://scbe.stanford.edu>.

## **Appointments and Promotions**

- **Jennifer Abidari** has been reappointed to Assistant Professor of Urology at the Stanford University Medical Center, effective 11/1/2004.

- **Rajni Agarwal** was appointed to Assistant Professor of Pediatrics at the Lucile Salter Packard Children's Hospital, effective 2/1/2004 to 1/31/2007.
- **James Andrus** was appointed to Assistant Professor of Pediatrics at the Lucile Salter Packard Children's Hospital, effective 2/1/2004 to 1/31/2007.
- **Stephen Baccus** has been appointed to Assistant Professor of Neurobiology, effective 3/1/2004 to 2/28/2007.
- **Maxwell Boakye** was appointed to Assistant Professor of Neurosurgery at the Palo Alto Veteran's Affairs Health Care System, effective 2/1/2004 to 1/31/2007.
- **Brendan Carvalho** was appointed to Assistant Professor of Anesthesia at the Stanford University Medical Center, effective 2/1/2004 to 1/31/2007.
- **Guowei Fang** has been reappointed to Assistant Professor of Biological Sciences, 12/30/2003 to 12/29/2007.
- **Paul Fisher** has been promoted to Associate Professor of Neurology and Neurological Sciences and of Pediatrics and Associate Professor, by courtesy, of Neurosurgery at the Stanford University Medical Center, effective 2/1/2004 to 1/31/2009.
- **Kelly Gaffney** has been appointed to Assistant Professor at the Stanford Synchrotron Radiation Laboratory, effective 2/1/2004 to 1/31/2008.
- **Susan Galel** has been reappointed to Associate Professor of Pathology at the Stanford University Medical Center, effective 9/1/2004.
- **Lauren Gerson** has been reappointed to Assistant Professor of Medicine (Gastroenterology and Hepatology) at the Stanford University Medical Center, effective 10/1/2004.
- **Harcharan Gill** has been reappointed to Associate Professor of Urology at the Stanford University Medical Center, effective 9/1/2004.
- **Teri Longacre** has been reappointed to Associate Professor of Pathology at the Stanford University Medical Center, effective 1/1/2005 to 12/31/2008.
- **Andrew Patterson** has been reappointed to Assistant Professor of Anesthesia at the Stanford University Medical Center, effective 2/1/2004 to 1/31/2008.
- **Midori Yenari** has been promoted to Associate Professor (Research) of Neurosurgery, effective 2/1/2004 to 1/31/2010.