

Dean's Newsletter

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Our March Toward Enhancing Diversity

At the November 18th Executive Committee, Dr. Hannah Valentine, Senior Associate Dean for Diversity and Leadership, presented an update on the progress she and her colleagues are making toward our goal of enhancing diversity and leadership throughout the School of Medicine. The Strategic Planning Working Group, established by Dr. Valentine to develop a strategic plan for the Office of Diversity and Leadership, has defined the following vision statement for the School in this area: *"The Stanford University School of Medicine is a global model for diversity and leadership. Our faculty champions a diverse and inclusive community which is the inspiration and foundation for our excellence and achievements."*

The Office of Diversity and Leadership, which we launched a year ago, is committed to a diverse community of faculty, students, trainees and staff. In the initial phase of the work of the Office, Dr. Valentine is focusing on faculty. The Office seeks to accomplish greater faculty diversity through recruitment and retention efforts and stronger faculty leadership through a variety of faculty development opportunities. These goals, while laudable, are a challenge to implement and require time and commitment to fully achieve. But we are committed to them. In her presentation, Dr. Valentine delineated five overarching strategic initiatives and discussed the steps that will be taken to achieve them. I will summarize her comments briefly:

Initiative #1. *Develop and monitor policies, strategies and resources for the recruitment of a diverse faculty:* To accomplish this initiative, Dr. Valentine proposes, among other activities, to instill increased departmental accountability for faculty searches in the area of developing and considering more diverse candidate pools. I support this objective. To assist departments in their efforts in this area, Dr. Valentine intends to develop expanded databases and other resources to identify diverse and talented pools of potential faculty candidates. Part of this initiative includes the possibility of a visiting scholars program that would bring potential faculty to Stanford for a limited time. Of course, the ultimate selection of individuals (be they faculty, students, or staff) must be based

on the consideration of candidates who will sustain Stanford's position as a leading research- intensive school of medicine.

Initiative #2. *Develop and monitor policies, strategies and resources for the retention of a diverse faculty. Develop mechanisms to coordinate and integrate diversity programs and resources across the School of Medicine community.* To advance this initiative Dr. Valantine will conduct meetings with faculty to review the outcomes of the 2003 Provost's Quality of Life survey and to seek ways to improve outcomes and areas of dissatisfaction. Importantly, she and her colleagues will seek ways to develop improved community networking in order to find ways to overcome the sense of isolation reported by some faculty and students. Improved mentoring for all faculty is another key objective. And, to retain talented members of our community, the Office of Diversity and Leadership will work with the Office of Academic Affairs to provide support to faculty in order to make their retention at Stanford the most desirable prospect.

Initiative #3. *Recognize, reward and hold faculty accountable for leadership and diversity activities.* To accomplish this goal it is important to develop the incentives and levers that hold all School leaders accountable for improving and enhancing diversity (e.g., awards for leadership and diversity). Sharing best practices among the departments and divisions of the School will be helpful and important in heightening awareness and opening a broad dialogue within the School about ways to foster and improve diversity and leadership.

Initiative #4. *Identify and develop individual leadership potential at early stages of faculty careers and develop a menu of leadership opportunities to meet individual needs.* A number of actions are now being taken to launch this initiative, including the announcement of a "School of Medicine Faculty Fellows Program" (see below) and the recently initiated "Physicians Leadership Program." Additional activities will include starting mentoring programs and sending promising individuals to national programs designed to enhance leadership skills.

Initiative #5. *Define and promulgate a shared understanding of faculty leadership in a diverse community and a shared understand of diversity and its value to the School of Medicine.* Key to this initiative will be designing and implementing a broad series of activities to build a sense of community among our faculty, students and staff and to engage senior leaders in the school to act as change agents committed to enhancing diversity and to finding new ways to accomplish this goal.

I fully recognize that a commitment to diversity and leadership is long-term effort, but we already know we can be successful at it if we are fully engaged. For example, the success of our medical school admissions and increasingly our graduate admissions is testimony to concerted efforts by key leaders over long periods of time. We need to do the same for postgraduate training and, most importantly, for faculty development. One of our biggest challenges is the loss of highly talented individuals once

they graduate from our MD or PhD programs. We need to find ways to better balance those losses and permit highly qualified graduates to continue at Stanford (or to return) once they have completed their education. I am often reminded of the success we learned about from Drs. Scott Bass and Freeman Hrabowski in improving diversity at the University of Maryland, Baltimore County. They attribute their success to an embracing of diversity by the entire community and a broad commitment to achieving and sustaining it. We too must embrace that commitment if we are to be successful in achieving our goals. I certainly share that goal.

Announcing the School of Medicine Faculty Fellows Program: Diversity and Leadership

As part of our initiatives on improving diversity and leadership (see above), Dr. Hannah Valantine, Senior Associate Dean of the Office of Diversity and Leadership has recently announced the launch of the ***Faculty Fellows: Diversity and Leadership*** program.

In this new program a select group of 10-12 assistant professors will be chosen as Faculty Fellows for the 2005-06 academic year. The purpose of the Faculty Fellows program is to identify and develop the leadership skills of a diverse group of junior faculty who have the potential to become leaders in the School of Medicine.

During the year, Fellows will meet together approximately once a month for an informal dinner with key University leaders. During these sessions Fellows will learn more about leadership philosophy, strategy and style – under the banner of “Personal Leadership Lessons.” Fellows will dialogue with colleagues and explore their own ideas on how to address leadership challenges as their careers develop. On a monthly basis they will also meet in small groups with a senior faculty member or professor emeritus, who will be their assigned mentor. Each Fellow will also be assigned a personal coach and will meet regularly with this individual to explore personal career and leadership issues.

If you are interested in being nominated for this opportunity, please speak with your Department Chair or Dr. Hannah Valantine (hvalantine@stanford.edu). Nominees should be assistant professors who have demonstrated an interest in and potential for leadership roles in the School of Medicine. Such individuals need to be respected by their colleagues and have demonstrated an ability to influence others. In addition, they should be advocates for change and for increasing the diversity of the School of Medicine. They should have demonstrated the ability to think strategically and systemically and lastly, they should be interested in taking on leadership roles in the future.

Nominees should have the potential for leadership and have demonstrated an interest in taking on leadership roles in the School of Medicine. Such individuals should have the respect of their colleagues, and should have demonstrated the ability to think strategically and systemically and influence others. In addition, they should be advocates for change and for increasing the diversity of the School of Medicine.

You can obtain a nomination form by contacting Barb Miller at bemiller@stanford.edu or at 5-8402. Nominations are due by December 16, 2005. Our selection committee, co-chaired by Dr. Valentine and myself, will announce the selected Fellows by mid-January.

The Physician and Society

I grew up with the notion that physicians play an important role in society. And I still believe that the contract between the doctor and patient – whether an individual or a population – remains worthy of respect and care. At the same time I have communicated my increasing concerns that during the past years that medicine has had a more troubled relation with society and in some instances has fractured or even lost the public trust. Clearly we need to do all we can to better align the role and value of the physician in society.

At the November 15th meeting of the Health Science Policy Board of the Institute of Medicine, which I have chaired during the past three years, we heard presentations on a spectrum of important issues that challenge the role of physicians in society. These included the emergence of new technologies and innovations that permit us to better probe the human consciousness in ways that might permit the selection (or denial) of individuals for certain positions or responsibilities. These innovations might also predict individuals at risk for certain types of behavior. Such advances are leading to the emerging field of neuroethics, in which Stanford is already playing a leading role, thanks to the work of Dr. Judy Illes, Professor Hank Greely and others. Obviously continued progress in this area will open new vistas as well as challenges for defining the role of physicians and other professionals in broader societal issues. Similar issues were discussed around the topic of stem cell research – where Stanford is also playing a role.

In contrast, two disturbing issues were also discussed. One was the commercial influences on medical practice – a topic I have previously addressed in a Dean's Newsletter story that was based on the observations of Dr. Jerry Kassirer, former Editor of the New England Journal of Medicine and author of the recent book "*On the Take*" (www.onthetake.net). While further review and discussion of this topic is important – and will no doubt occur - an issue that I must admit we have not had sufficient discussion about was presented by M. Gregg Bloche, MD, JD, Professor at Georgetown University Law School and Visiting Fellow at the Brookings Institution. Professor Bloche highlighted the very troubling issue surrounding the role of doctors in interrogation, focusing on Iraq and Guantanamo. What is particularly disturbing is the extent to which the rules defining the boundaries of human torture have been recently interpreted at the highest levels in the United States and the assumption that military physicians can monitor the interrogation process – and even that ethics do not need to apply under the assumption that the physician who assists in interrogation isn't acting as a doctor and thus is not bound by medical ethics!

We have learned so painfully from our past how dangerous it is – to medicine and society – when physicians cross the lines of medical ethics on behalf of war and war crimes. That such serious violations of human trust are being repeated today is horrifying.

I would encourage all of us to become more familiar with this topic. Professor Bloche provided an Op-Ed on this topic entitled “*Doing Unto Others as They Did Unto Us*” in the November 14, 2005 issue of the New York Times that is worth reading (<http://www.brookings.edu/views/op-ed/20051114bloche.htm>). From my perspective it is not possible or appropriate to expect that physicians can separate ethics from human suffering in matters of human torture. While we can all appreciate the impact of terrorism in its modern forms and our desire to stem or eliminate it, it is important that we don’t cross the line of humanity in doing so. I fear that has been happening and that we will learn more about this sad chapter in our history in the not too distant future. Regardless, we must do all we can to protect the important role of the physician in society and our commitment to be responsible leaders for human health and well-being.

Upcoming Accreditation Visit

From December 6-9th the Association for the Accreditation of Human Research Protection Programs (AAHRPP) will conduct a site visit to review Stanford’s programs. These encompass the University and affiliated Hospitals (including Stanford Hospital and Clinics (SHC), Lucile Packard Children’s Hospital (LPCH), Veterans Affairs Palo Alto Health Care Services (VAPAHCS) and the Palo Alto Institute for Research and Education (PAIRE)). Under the leadership of Dr. Artie Bienenstock, Vice Provost and Dean of Research and Graduate Policy, Stanford is seeking accreditation from the AAHRPP as evidence of its commitment to excellence in clinical research and patient protection – an issue that has assumed increased importance for the public in recent years.

According to Dr. Ann Arvin, Associate Dean of Research, considerable preparation has already occurred through our institutional self-assessment study, which addressed the large number of requirements and expectations from the AAHRPP having to do with clinical protocol performance, Institutional Review Board and related activities – all focusing on how we protect human research participants.

During their site visit, the team will meet with protocol directors, study coordinators, IRB chairs, faculty members and staff as well various institutional leaders. They will also conduct audits of active protocol files. The inspection findings will then be reviewed by the AAHRPP Council to determine whether Stanford has fulfilled the requirements for accreditation. To date 24 institutions have fulfilled the AAHRPP requirements for accreditation – and we need to do all we can to support Stanford’s inclusion in the list of universities accredited by AAHRPP. Obviously more details will follow.

Appointment of Daria Mochly-Rosen as Senior Associate Dean for Research

I am extremely pleased to announce that Dr. Daria Mochly-Rosen, George D. Smith Professor in Translational Medicine and Professor, by courtesy, of Neurosurgery, has accepted my invitation to serve as Senior Dean for Research. In this capacity Dr. Mochly-Rosen will work closely with Dr. Harry Greenberg to oversee the School’s broad

mission in basic and clinical research and the important relationships between them that surround our mission in “Translating Discoveries.”

Dr. Mochly-Rosen has had a very distinguished career in science and medicine. Following the completion of her PhD at the Weizmann Institute she joined the Koshland Laboratory at UC-Berkeley for postdoctoral training. She then joined the faculty at UCSF in Neurology and the Program in Biological Sciences. She came to Stanford in 1993 as an Associate Professor of Molecular Pharmacology. Dr. Mochly-Rosen also served as the Reed-Hodgson Professor of Human Biology from 1996-2001, when she was named chair of the Department of Molecular Pharmacology. Her laboratory has focused on the mechanism of protein kinase C-mediated signal transduction in various disease models. She hypothesized that activated PKC isozymes bind differentially to receptors at different subcellular sites in a concentration-dependent, saturable and specific manner as “receptors of activated C-kinase” or RACKs.” Based on this and related work she and her colleagues identified novel isozyme-selective inhibitors that have specific functional impacts on normal and diseased states. She has furthered this work through a collaboration with Kai Pharmaceuticals (where she worked during an administrative leave from Stanford) to the point where at least one novel agent is now in clinical trials for heart failure. This is an exceptional example of translational research emanating from Dr. Mochly-Rosen’s basic research to a potential disease application and now an ongoing clinical trial.

Dr. Mochly-Rosen will continue to remain an active and vibrant faculty member but will commit a portion of her time to the role of Senior Associate Dean for Research. In that capacity she will serve as an important liaison with our basic science faculty, championing the important role that Stanford will continue to play in basic science research, while also working collaboratively with Dr. Greenberg to foster connections between basic and clinical science faculty. She will have specific oversight over our very important research cores and will also work to support the mission of the Stanford Institutes of Medicine, in tandem with our departments, in fostering “Translating Discoveries.”

Dr. Mochly-Rosen succeeds Dr. John Boothroyd, but unlike John she will not have oversight over graduate students and postdoctoral fellows in her portfolio. We will be seeking an additional individual to oversee those critically important missions. As she assumes her new role, Dr. Mochly-Rosen will step down as chair of Molecular Pharmacology.

I very pleased by Dr. Mochly-Rosen’s decision to serve as our Senior Associate Dean of Research in partnership with Dr. Harry Greenberg. Please join me in welcoming her to her new leadership position in the School of Medicine.

Transitions in the Dean’s Office

On November 17th Mike Hindery communicated his decision to step down from his position as Senior Associate Dean for Finance and Administration after ten very productive years at Stanford in this very challenging and demanding role. I want to thank

Mike for his tremendous commitment, diligence, hard work and dedication to the School of Medicine, the Medical Center and University. Mike served Stanford during a decade of tremendous change and challenge - spanning the spiral of the merger and de-merger to our more recent trajectory toward "Translating Discoveries." He has contributed to virtually every facet of our missions and I am very grateful for all that he has accomplished. I will miss him but I also understand his desire to pursue new opportunities and different challenges. I hope you will all join with me in thanking him for his many important accomplishments and to wish him well in his new endeavors.

I will soon begin a search for the next Senior Associate Dean of Finance and Administration (a position that I view as comparable to the role of a Chief Operating Officer) and hope to have that process completed by next spring. In the interim I am very pleased that Ms. Marcia Cohen, our CFO and Assistant Dean for Fiscal Affairs, has agreed to serve as the interim Senior Associate Dean for Finance and Administration. Since she joined Stanford Marcia has performed in a splendid manner and I am grateful that she is willing to assume these additional important responsibilities for the challenging period ahead. I have every confidence in Marcia and ask for you to work with her - and of course to support her - during the months ahead. Mike Hindery will officially leave at the end of January 2006 and in the interim he will work on special projects. But in order to make the transition as smooth and as well informed as possible, we have agreed that Marcia will begin her new responsibilities immediately - with Mike serving as a consultant and advisor during the transition period.

I recognize that change is always filled with challenges as well as opportunities - for institutions as well as individuals. I look forward to continuing to work with you on behalf of Stanford Medicine and have every confidence that we will continue to make great strides in our quest to be a true leader among academic medical centers.

Awards and Honors

Richard Olshen, Professor of Health Research & Policy (Biostatistics) and, by courtesy, of Electrical Engineering and Statistics, has been elected a Fellow of the IEEE (Institute of Electrical and Electronic Engineers). It is unusual for a statistician to be elected to the IEEE, and we recognize that this honor is a tribute to the scope of his achievements. Kudos to Richard Olshen!

Appointments and Promotions

- **Alejandro Sweet-Cordero** has been appointed to Assistant Professor of Pediatrics (Cancer Biology), effective 12/01/05.
- **Albert Wong** has been appointed to Professor of Neurosurgery, effective 12/01/05.

- *Anton Wyss-Coray* has been promoted to Associate Professor (Research) of Neurology and Neurological Sciences, effective 12/01/05.