

# Dean's Newsletter

## May 1, 2006

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### **More About Leadership**

During the past several years we have initiated a number of leadership programs in the School and Medical Center. A primary goal has been to develop and train physicians and scientists who will shape the future of medicine and science and guide our mission-related programs at Stanford. While there are certainly “born leaders,” many individuals benefit from programs that provide the knowledge and insights to further develop leadership skills. It is my hope that such skills will be acquired by our students and trainees and also by our faculty and staff. I have previously written about some of the programs that are underway under the guidance of Dr. Hannah Valentine, Senior Associate Dean for Diversity and Leadership as well as about the recently launched leadership program for pediatric faculty in conjunction with the Lucile Packard Children's Hospital.

At the April 21<sup>st</sup> meeting of the Executive Committee, Dr. Joe Hopkins, Clinical Professor of Medicine, provided an update on the Stanford Physician Leadership Program, for which he is the Course Director. The School of Medicine and the Stanford Hospital and Clinics jointly fund this program, which is nearing the completion of its first year. It consists of nine modules spread over the academic year on such topics as assessing leadership skills; work-life balance; managing teams; change and project management; managerial finance; and the critically important issue of health economics vis à vis academic medical centers. Participants also undertake projects related to their own work and present them to the group. The program is geared towards current physician leaders, including division and section chiefs, course directors, and clinic chiefs, as well as those who are viewed as having significant leadership potential.

This year's group consisted of 27 individuals from 11 departments. Next year's group will be selected from a pool of nominations that has been provided by department

chairs, senior associate deans, and the senior leadership of Stanford Hospital and Clinics. The goal of the selection process will be to assemble the most qualified, diverse and inclusive mix of participants as possible. Please be in touch with Dr. Hopkins ([joeh@stanford.edu](mailto:joeh@stanford.edu)) with any questions about the nomination process.

In addition to the Stanford Physician Leadership Program, the School of Medicine also sponsors the participation of our faculty in the Executive Leadership in Academic Medicine program (ELAM). This is a national program that focuses on the career development of women in medicine. Each year ELAM selects 45 Fellows from academic medical centers in the United States to participate in a yearlong program involving course work, networking and special programs and projects. This year Dr. Hannah Valentine served as a Fellow. I had the opportunity to participate in ELAM by joining Dr. Valentine for ELAM's 2006 Forum on Emerging Issues at the Gregg Conference Center outside Philadelphia on April 26-27<sup>th</sup>.

This year's Forum focused on "Tapping the Full Power of the Alpha Leader." Using tools such as the Myers-Briggs Type Indicator, researchers have defined a variety of personality types associated with leaders. One of the characteristic leadership profiles is called the alpha leader. Alpha leaders can generally be found in top leadership positions in business, where they can be highly successful. However, they may also have traits that can make them very challenging for colleagues and employees. Some of these negative features were well described in an article in the Harvard Business Review by Kate Ludeman and Eddie Erlandson entitled "Coaching the Alpha Male" (May 2004, pp 58-67). Drs. Ludeman and Erlandson facilitated the two-day ELAM session. Interestingly, when the Fellows and their Deans were evaluated for their alpha characteristics, virtually all fell into this category – regardless of gender, position, institutional affiliation, etc. Indeed, this phenotype may simply be characteristic of individuals who become leaders at academic medical centers, although it is unclear whether the personality characteristics are antecedent to the leadership responsibilities – or a consequence of them.

An important focus of the ELAM discussion was on how to permit alpha personalities to work more cooperatively and successfully and with less negative energy. We did recognize, of course, that there is a variety of so-called alpha types, including Commander, Visionary, Strategist and Executor. And while some individuals show a predominance of one of these alpha types (as was evident at the ELAM Forum), others appear to have a balance among them (this appeared to be true for my own portrait – about which I won't comment further!).

In addition to the problem solving sessions, I found the demonstrable skills, knowledge and evident leadership among the Fellows to be the most impressive part of the Forum. One of the activities of the Forum attendees was the delineation of the major challenges facing academic medical centers today. Working independently, eight groups of Fellows and Deans presented their top two issues – which were remarkably congruent. First, virtually all focused on the lack of alignment of the missions of academic medical centers with the current state of disintegration of the health care "system" in the United

States. Second, the shrinking support for research and the increasing clinical care demands on faculty, driven by the economic forces that have changed the face of medicine, have amplified the difficulty of finding time to educate students and to carry out the research needed to translate knowledge from the “laboratory to the bedside.”

Along with this congruence in identifying the key issues, there was a commitment by these women leaders representing medical centers throughout the nation to become more proactive and more engaged in helping to change this landscape. As a result, I left the ELAM conference more optimistic than when I arrived. If individuals such as the women attending this year’s Forum clearly emerge as leaders in academic medicine, the future can be much brighter than it might otherwise be – and for that I am grateful, pleased and impressed. ELAM clearly seems to be a leadership program that is fulfilling its objectives – and is making a real difference. For your information, ELAM is a core program of the Institute for Women’s Health and Leadership at Drexel University. If you are interested you can review additional information at [www.Drexel.Edu/ELAM](http://www.Drexel.Edu/ELAM).

These are examples of leadership that can truly make a difference.

### **One Giant Step for Stem Cells**

On Friday April 21<sup>st</sup> in a long anticipated decision, State Court Judge Bonnie Lewman Sabraw in Hayward ruled that the California Institute of Regenerative Medicine (CIRM), which was established by Proposition 71 to allocate the funds authorized by the Proposition, could begin raising and allocating research money. A minority of individuals had introduced litigation that challenged the constitutional right of the State to issue the \$3 billion of bonds that nearly 60% of Californians voters approved in November 2004. Sadly this legislation had brought the ability of CIRM to support promising stem cell research to a near halt until last month when Bond Anticipation Notes provided the resources to support training grants that had been approved last summer. While Judge Sabraw’s decision is a giant step forward for stem cell research, we anticipate that the plaintiffs who brought the initial litigation will appeal the decision, since their major goal seems to be to delay the ability of CIRM to fund stem cell research. Needless to say, these delays are a tragedy for the development of the necessary scientific foundations that could ultimately lead to important clinical applications. And while the prospect of further litigation is disappointing and discouraging, Judge Sabraw’s decision does make its ultimate dismissal more likely – and, with that, the prospect for stem cell research in California more probable. That is certainly encouraging.

### **Academia-Industry Guidelines Coming Soon**

Beginning last summer we have been discussing and developing guidelines to better define our interactions with the pharmaceutical, device and other industries. I have shared some of the issues we are grappling with in prior Dean’s Newsletters. This past week we had a detailed discussion about the latest version of the draft guidelines at our Senior Dean’s meeting. We have also been receiving comments from various departments and faculty groups. The plan is to finalize the draft in the next couple of

weeks and then to share it for comment with the School's Executive Committee as well as with the leadership at Stanford Hospital & Clinics and the Lucile Packard Children's Hospital. With that we hope to have medical-center wide policy on Academia-Industry relations approved by June. Needless to say I will share this policy with you as soon as it is ready for more general circulation.

### **Legislating Scientific Review Committees**

In the last issue of the Dean's Newsletter I commented on how politics may be influencing appointment to scientific committees. I have since learned that Senator Richard Durbin of Illinois has introduced a provision in the Department of Health and Human Services funding billing that attempts to address biased selection of scientific review committees or the dissemination of scientific information that is "deliberately false or misleading." And, importantly, the provision would prevent candidates from being queried about their political affiliation or voting history – as recently happened to me. Even if this legislation is passed (which seems remote), it would likely not have a major impact. However, even if this effort turns out to be only symbolic, it is important that congressional leaders are recognizing and discussing this important matter and suggesting ways to address the anti-science or even theocratic approaches now being employed by the current administration.

### **Update on the Faculty Appointments and Promotions Task Force**

At the April 21<sup>st</sup> Executive Committee meeting, Dr. Robert Jackler, Chair of the Department of Otolaryngology-Head and Neck Surgery and Chair of the Faculty A&P Task Force, provided an update on the work of this committee. Dr. Jackler last reported to the Executive Committee in July 2005. Since that time the group has continued to focus on the overarching goal of aligning the School of Medicine A&P practice with the rest of the University. The major components of this alignment are:

- To have new faculty begin their employment fully appointed and thus to minimize the need for transitional appointments along with the associated problems that arise (e.g., inability to access housing benefits).
- To achieve reappointments and promotions on schedule and thus to minimize the need for one-year appointment extension.
- To expedite file assembly and reduce bureaucratic workload through simplification of process and development of an online file assembly and tracking system.

Dr. Jackler reported that significant progress has been made in four areas that support these components:

- Simplification and rationalization of the A&P process. Dr. Jackler described changes that have been implemented by the Office of Academic Affairs, under the

leadership of Vice Dean and Senior Associate Dean for Academic Affairs David Stevenson. These include:

- The requirement that a fraction of referee letters be in hand at the time of the closure of a faculty search.
  - Clarification of and, in some cases, decrease in the number of referee letters required as well as clarification of the mix of internal and external letters to better match the specific faculty appointment.
  - Flexibility in the formatting of the candidate's CV to save administrative time and effort (i.e., not having to redo the CV to the "Stanford format").
- The inclusion of School of Medicine actions in revised University A&P forms, and the setting of a launch date of May 1 for implementing them in the School. As of this date, for new actions, the School will stop using its 38 forms and begin to use the 5 University forms. Indeed, the very fact that so many different forms were being used only affirms how unnecessarily difficult this process has become – especially since much of this was self-imposed! Questions about this transition should be directed to Judith Cain, Assistant Dean for Academic Affairs, at [jpcain@stanford.edu](mailto:jpcain@stanford.edu) or Craig Spencer, Faculty Affairs Liaison, at [cspence@stanford.edu](mailto:cspence@stanford.edu).
  - The approval, staffing, and launching of the online web based A&P system, the **Faculty A&P System Tracking File Assembly Completion system (FastFAC)**. The development of FastFAC is a major multi-year initiative led by Philip Constantinou, Associate Chief Information Officer, in partnership with the Office of Academic Affairs, which will be the system's business owner. When fully operational it will improve the speed and accuracy of long form assembly and review by providing an online guide through the long form; automated rules to reduce errors and speed processing; the ability to automatically alert responsible parties of delinquent tasks; and the capacity to provide performance metrics to School leadership.
  - The development of benchmark metrics for tracking, by department and school-wide, the number of new appointments requiring interim appointments and the percentage of reappointments and promotions that are on-time versus those needing extensions. Dr. Jackler provided two years of School-wide data, which showed how much room we have for improvement! Indeed, in 2003-04, only 22% of our new external appointments required no interim appointment, and in 2004-05, the same figure was 24%. Similarly, in 2003-04 only 12% of our reappointments and promotions were on time. In 2004-05, 31% were on time. The Office of Academic Affairs will be sharing each department's data with DFAs, FAAs, and chairs in the near future. The department data will also be provided to the Dean and Senior Associate Dean for Finance and Administration for review at

the time of annual performance evaluations. These benchmarks will be tracked and disseminated annually.

Dr. Jackler concluded his presentation by pointing out the critical role of department chairs in the effectiveness of the A&P process. He encouraged the chairs to begin the appointments and promotions processes earlier, complete their own portions of the process in a timely way, emphasize to their faculty the need to actively participate, partner with and support their Faculty Affairs Administrator, and monitor progress of A&P cases on a regular, periodic basis. This is all excellent advice!

The Executive Committee and I are deeply appreciative of Dr. Jackler and the other members of the A&P Task Force for their continuing efforts in this area. In partnership with the Office of Academic Affairs they are transforming the way the School approaches its responsibilities in the faculty appointments and promotions process, and our faculty will be the beneficiaries of their efforts well into the future.

The members of the Task Force are, in addition to Dr. Jackler: Judith Cain, Philip Constantinou, Brian David, Sarah Donaldson, Kathryn Gillam, Jason Irwin, Annelies Ashoff Ransome, Craig Spencer, and Scott Walters. Thanks to all!

### **Lane Library Celebrates its Centennial**

In 1906, two years before the Stanford Medical School was born from the assimilation of Cooper Medical College into the University, the Lane Library was founded in San Francisco. On Friday, April 28<sup>th</sup>, Lane Library celebrated its centennial – a 100-year history of innovation and excellence. In the years ahead, Lane will, further evolve to become the School's Knowledge Center for the 21<sup>st</sup> Century (see also <http://lane.stanford.edu/100years/index.html>). The Lane Knowledge Center will be housed in the Learning and Knowledge Center and will include a predominately digital library along with smart interfaces and search tools that will, according to Ms Debra Ketchell, Library Director and Associate Dean of Knowledge Management, “deliver the right information, at the right time, in the right context...anytime and anywhere.” This is certainly a bold vision for the Lane Library for its second century. If you are interested there is more background information on the website at <http://news-service.stanford.edu/news/2006/april26/med-lane-042606.html>.

### **The Intersection of Stanford Past and Stanford Future**

On April 28-29<sup>th</sup>, students admitted to the 2006 medical school class visited Stanford at the same time that medical school graduates arrived for the 2006 Alumni Weekend. For alumni celebrating the 50<sup>th</sup> reunion, the School they remember was located in San Francisco. Indeed it was in 1959 when Wallace Sterling and other visionary leaders arranged for the medical school to move to the Stanford campus – thus transforming Stanford Medicine into its current research and academic powerhouse.

Prospective students will be assessing whether the school's renewed commitment to scholarship and the training of leaders in medicine in bioscience and medicine

resonates with their own career objectives. The more than 60 students who visited the campus this past weekend had the opportunity to meet with faculty and students and to learn more about the Medical School's new curriculum, as well as its core programs and initiatives. They also had the opportunity to tour the Medical Center and University campuses – and to become as informed as possible about the future directions of Stanford and about whether it is the right institution to shape their careers in medicine.

In tandem with the events for prospective students, the Stanford University Medical Center Alumni Association hosted its annual Alumni Weekend. In addition to tours and opportunities to connect with colleagues and friends, alumni came together on Friday evening at the Arrillaga Alumni Center where the J.E. Wallace Sterling “Muleshoe” Lifetime Alumni Achievement Award was presented to Augustus A. White III, MD’61, PhD, the Ellen and Melvin Gordon Professor of Medical Education and Professor of Orthopedic Surgery at Harvard Medical School, and to Frances K. Conley, MD’66, MS, Professor Emerita of Neurosurgery, Stanford University.

A centerpiece of this year's Alumni Weekend was the Saturday morning Symposium entitled “The Role of Stanford Alumni and Faculty in International Health” that featured a remarkably talented panel of faculty and alumni who have truly had an impact on global health.

This crossroads between Stanford's past and its future provided a window into how Stanford became such a remarkable research-intensive school of medicine as well as an opportunity to preview some of the individuals who will help lead Stanford's future into the 21<sup>st</sup> Century.

## **Update on Graduate Admissions 2006**

Dr. Ellen Porzig, Associate Dean for Graduate Medical Education, provided an update on the graduate admissions to Stanford in 2006. As of this writing, some 98 students have been selected to enter our 12 PhD programs this fall, from some 250 students who were interviewed at Stanford in March. The entering students will come from 59 different colleges and universities and will represent twelve countries, including Bangladesh, Brazil, Bulgaria, Canada, Germany, India, Malaysia, Mexico, People's Republic of China, Singapore, Sri Lanka and Taiwan, in addition to the United States. Of these 98 students, 63 will enter the School of Medicine graduate programs in Biochemistry, Cancer Biology, Developmental Biology, Neurosciences, Immunology, Molecular Pharmacology, Microbiology and Immunology and Genetics. In addition, a dozen entering students are underrepresented minorities.

Everyone agrees that the students selected for the incoming class are truly a stellar group. Special thanks go to those who made this exciting outcome possible. Most important are the faculty and students who interviewed and helped select these excellent students – and who serve as the inspiration for why students want to attend Stanford.

## **Arts and Science of Medicine**

In the April 17<sup>th</sup> issue of the New York Times, Randy Kennedy wrote an article entitled “At Some Medical Schools, Humanities Join the Curriculum.” In fact this has become an important feature of the Mt Sinai School of Medicine. But at Stanford as well, the arts and humanities feature prominently in the lives of our students – underscoring that achieving a holistic life in medicine encompasses both a love of science and an appreciation of the arts. For some of our students this is expressed by their participation in the Scholarly Concentration on Biomedical Ethics and Medical Humanities. For others it is manifested in artwork, music, poetry, literature writing, and a sundry of other impressive activities. These were celebrated at the annual “Medicine and the Muse” event that was held in the Cantor Arts Center on Thursday April 20<sup>th</sup>. To a standing room only audience, Stanford students demonstrated their remarkable repertoire of talents, which can only be described as amazing. I want to commend and thank all the students who participated and who made this year’s event so successful. I also want to thank Dr. Audrey Shafer for continued leadership for so many of these important initiatives.

## **Upcoming Events**

### ***Community Lecture Series***

The next Community Lecture Series will take place on Wednesday, May 3<sup>rd</sup> at 7:00 pm in the Clark Center Auditorium. Dr. Greg Barsh, Professor of Genetics and Pediatrics, will talk about “Determinism, Chance, and Choice in the Era of Modern Genetics”. This lecture will explore fundamental issues in the discussion of nature vs. nurture in the context of obesity and diabetes, and will explain how advances in experimental and observational genetics provide new opportunities for improving health.

### ***2006 Symposium on Improving Diversity in Graduate Education***

On Thursday, May 11<sup>th</sup> at noon in Munzer Auditorium, the Stanford University School of Medicine and the Biosciences Office of Graduate Education will be sponsoring a symposium on diversity in graduate education. The speaker will be Claude Steele, Ph.D., who is the Lucie Stern Professor in the Social Sciences and Director for the Center for Advanced Study in the Behavioral Sciences at Stanford University. Dr. Steele will speak about “The Psychology of Social Identity: Its Role in Group Performance Differences and the Challenges of an Integrated Society.” Dr. Steele received his Ph. D. from Ohio State University, has honorary doctorates from Yale University and the University of Chicago, and is a member of the National Academy of Sciences. For more information please contact Anika Green, [agreen1@stanford.edu](mailto:agreen1@stanford.edu) .

### ***Brainwave Entrainment to External Rhythmic Stimuli: Interdisciplinary Research and Clinical Perspectives***

On Saturday, May 13<sup>th</sup>, the Stanford Institute for Creativity and the Arts (SICA) presents “Brainwave Entrainment to External Rhythmic Stimuli: Interdisciplinary Research and Clinical Perspectives” at the Center for Computer Research in Music and Acoustics (CCRMA), 660 Lomita Drive, Stanford.

This symposium will engage experts in an interdisciplinary dialogue on the hypothesis that brainwaves entrain to rhythmic auditory stimuli, a phenomenon known as auditory driving. Support for this hypothesis will come from lab research on auditory driving, photic driving, phenomenological fieldwork, and existing clinical applications of this research.

A better understanding of auditory driving may have widespread implications. New insights may extend to the fields of musicology and music cognition regarding the study of human reactions to groove and tempo. The fields of anthropology, religious studies, and ethnomusicology may gain potential insights into the widespread use of rhythmic, repetitive music in religious ritual. Implications for music therapy, psychology, cognitive science, and neuroscience may affect the study of consciousness, and may suggest new, relatively inexpensive methods to treat conditions like ADD, depression, anxiety, insomnia, and chronic pain through the systematic modulation of brainwave states via particular pieces of rhythmic music.

The symposium will combine 30-minute presentations with round table discussions. A public concert (8:30 pm – 10:00 pm) by the Italian tarantella group, Musicántica (<http://www.musicantica.org>) will follow. For more information and registration details, please visit the event website at: <http://sica.stanford.edu/events/brainwaves>.

## **Awards and Honors**

The American Academy of Arts and Sciences last week announced the election of 175 new Fellows and 20 new Foreign Honorary Members. Included in this number are **Minx Fuller, Ph.D.** Chair of Developmental Biology and the Reed Hodgson Professor of Human Biology and Professor of Genetics, and **Sue McConnell, Ph.D.**, Professor in Biological Sciences. Founded in 1780, the American Academy of Arts and Sciences is an international learned society composed of the world's leading scientists, scholars, artists, business people, and public leaders. We congratulate Drs. Fuller and McConnell and are very proud of their accomplishments.

**David Stevenson, M.D.**, Vice Dean, Senior Associate Dean for Academic Affairs and the Harold K. Faber Professor of Pediatrics and Professor, by courtesy, of Obstetrics and Gynecology, has just been selected as the recipient of the Virginia Apgar Award. The Section on Perinatal Pediatrics of the American Academy of Pediatrics gives this award annually to an individual whose career has had a continuing influence on the well being of newborn infants. Congratulations to Dr. Stevenson!

## **Appointments and Promotions**

**James Chen** has been reappointed to Assistant Professor of Molecular Pharmacology, effective 6/01/06.