

# Dean's Newsletter

## July 25, 2011

### *Table of Contents*

- Important New Leadership Appointments and Promotions
  - Dr. Quynh Le Named Next Chair of the Department of Radiation Oncology
  - Dr. Dan Herschlag Will Become Senior Associate Dean for Graduate Education and Postdoctoral Affairs
  - Dr. Clarence Braddock Will be Director of the Center of Medical Education and Associate Dean for Graduate Medical Education
  - Cori Bossenberry, Niraj Dangoria and Sam Zelch Promoted to Associate Dean Status
- A New Model and Program for Medical Philanthropy and Development
- New Version of CAP (Community Academic Profiles) Will Add Social Networking Functionality
- The Power of Patients and Parents
- Nominations for 2012 Faculty Fellows Program
- Call for Volunteers for Medical Education in Zimbabwe
- Awards and Honors
- Appointments and Promotions

### *Important New Leadership Appointments and Promotions*

#### **Dr. Quynh Le Named Next Chair of the Department of Radiation Oncology**

I am extremely pleased to announce that Dr. Quynh-Thu Le will become the next Chair of the Department of Radiation Oncology, effective September 1, 2011. Dr. Le will succeed Dr. Richard Hoppe, who has served with great distinction as Chair of Radiation Oncology since September 1, 1994.

Dr. Le was selected through a national search and received incredible endorsement from the Search Committee, which was chaired by Dr. Bev Mitchell, Director of the Stanford Cancer Institute and George E. Becker Professor in Medicine and Professor, by courtesy, of Chemical and Systems Biology, along with Drs. Youn Kim, Co-Chair of the Committee and Professor of Dermatology; Steven Chang, Professor of Neurosurgery; Michael Clarke, Professor of Medicine and Deputy Director, Stanford Institute for Stem Cell Biology & Regenerative Medicine; Paul Fisher, Professor of Neurology & Neurological Sciences and of Pediatrics; Sam Gambhir, Professor of Radiology and Bio-X, Charlotte Jacobs, Professor of Medicine (Oncology) Emerita; Stefanie Jeffrey, Associate Professor of Surgery; Norbert Pelc, Professor and Associate Chair of Radiology; Joseph Presti, Professor and Interim Chair of Urology; Jody Puglisi, Professor and Chair of Structural Biology; Sridhar Seshadri, VP Cancer Center and VP

Organizational Effectiveness, SHC; Clare Twist, Associate Professor of Pediatrics (Oncology); and Pam Molano, Chief Administrative Officer of Faculty Practice Organization, LPCH.

I also want to thank Ms. Kendra Baldwin for her exceptional contributions in staffing and supporting the work of the search committee. Ms. Baldwin continues to gain the deep respect and admiration of our search committees and, importantly, each of the candidates who participate in our leadership searches. In addition, I want to acknowledge the important work of Ms. Julie Moseley, Director of Organizational Effectiveness, in the search committee process. Leadership of clinical departments is increasingly challenging and requires not only the requisite academic accomplishments but also evidence of leadership capacity and ability. Selecting clinical chairs who combine academic success with emotional intelligence, sensitivity and the ability to lead successfully is essential to the future success of Stanford Medicine. Evidence that Dr. Le possesses these attributes came through in the discussions I had with national leaders in Radiation Oncology and Cancer Medicine about her and further affirms that she is a great choice for Stanford and this important role.

Dr. Le was born in Vietnam and did her undergraduate work at the California Institute of Technology, where she did a dual major in chemistry and biology as a Carnation Merit Scholar. She received her MD from UCSF in 1993, where she was elected to AOA and received the Sadie E. Berkove MD Fellowship as the top graduate in the class of 1993 and the Janet M. Glasgow Memorial Award as the top-graduating woman. She then did her Residency in Radiation Oncology at UCSF and became Board Certified in this specialty in 1998. Dr. Le joined the Stanford faculty in 1998 and rapidly ascended in performance and excellence; she was appointed Director of Clinical Research in the department in 2005 and promoted to Professor in 2007. Along the way Dr. Le assumed national leadership in the American Society of Clinical Oncology, the American Society of Therapeutic Radiation and Oncology, the American Radium Society, American Association for Cancer Research and American Board of Radiology, among others. I heard from leaders in these organizations how much her knowledge and leadership have been valued and respected.

Dr. Le's work in the management of head and neck cancers, one of the most challenging of tumor types, is highly regarded and is codified in well over a hundred scientific publications along with a number of reviews in journals and text books. She has shared her pioneering work with colleagues across the USA and around the world in numerous society and academic meetings. She has also won prizes for education and has been a recipient of the Henry Kaplan Memorial Prize for Resident Education on three separate occasions.

I also want to thank Dr. Rich Hoppe again for his wonderful leadership as Chair of Radiation Oncology over nearly 18 years (including time when he served as interim chair). The Department and School will recognize his exceptional leadership on the evening of August 26<sup>th</sup>. The Stanford Department of Radiation Oncology, founded by Dr. Henry Kaplan, one of the most important leaders in the field and at Stanford, is among

the most distinguished in the world. The life of Dr. Kaplan and, in many ways, that of the department and Stanford, are well told in the exceptional book by Dr. Charlotte Jacobs, the Drs. Ben and A. Jess Shenson Professor in the School of Medicine, Emerita, entitled *“Henry Kaplan and the Story of Hodgkin’s Disease,”* published in 2010 by Stanford University Press. With Dr. Le’s appointment a new chapter begins, and we all look forward to its story unfolding over the years ahead.

### **Dr. Dan Herschlag Will Become Senior Associate Dean for Graduate Education and Postdoctoral Affairs**

On September 1, 2011 Dr. Dan Herschlag, Professor of Biochemistry, will become Senior Associate Dean for Graduate Education and Postdoctoral Affairs, succeeding Dr. John Pringle, who has served with distinction in this role since 2006. Before welcoming Dr. Herschlag I want to thank Dr. Pringle again for his many important contributions to improving the education and lives of our graduate students and postdoctoral scholars.

Dan Herschlag joined the Stanford faculty as an Assistant Professor of Biochemistry in 1992 and became Professor of Biochemistry and of Chemical Engineering and, by Courtesy, of Chemistry, in 2002. As noted on his website, “The overarching goal of the Herschlag Lab is to understand the fundamental behavior of RNA and proteins and, in turn, how these behaviors determine and impact biological catalysis and biology. The lab takes an interdisciplinary approach, spanning and integrating physics, chemistry and biology through fruitful interactions with collaborators and a wide range of techniques are employed.” In addition to his pioneering research, for which he has won numerous awards and honors, Dan has had a longstanding interest and commitment to graduate and postdoctoral education. He made terrific contributions at our 2010 Think Tanks on graduate and postdoctoral education and to our Strategic Leadership Retreat in January 2011.

Over the next two years Dan will focus on some of the key issues facing graduate and postdoctoral training, from the financial models supporting these programs to the curriculum foundations for education and new paths for training to the opportunities for Stanford graduates in academia, industry and beyond. We look forward to benefiting from Dr. Herschlag’s knowledge, expertise, commitment and passion. And we are the appreciative beneficiaries of John Pringle’s many contributions over the past several years.

### **Dr. Clarence Braddock Has Assumed the Role of Associate Dean for Graduate Medical Education.**

Over the past fifteen years, Dr. Larry Shuer, Professor of Neurosurgery, has provided dedicated leadership as the Medical Director for Graduate Medical Education (GME) at Stanford Hospital and Clinics and Associate Dean for Graduate Medical Education at the School of Medicine. During his tenure in these roles, Dr. Shuer and Ann Dohn (Director of GME) have presided over numerous institutional and

program accreditations and have enabled Stanford to sustain respect and excellence in Resident and Fellow education – especially given the many rules and regulations that impact these programs. Indeed, Dr. Shuer has worked with department chairs and program leaders throughout the medical center to get ready for the sweeping new regulations on Resident Duty Hours that went into effect in July 2011. We must all be appreciative and grateful for his work – which has often been challenged by various regulatory requirements – but which has been highly successful over the years.

Thankfully, Dr. Shuer will continue to provide advice and counsel regarding GME during a transition to new faculty leadership and, I am sure, over the years ahead. As I write this update, GME as we have known it in the US is threatened by the changes in Medicare that are likely to unfold as part of the debt-ceiling negotiations that are ongoing in Washington. Over the next week(s) it will become clear as to how much of GME will continue to be funded by Medicare and how this will develop over the years ahead. While changes in GME funding have long been expected, the rate and extent of the changes and likely damage are truly unprecedented. A primer on this important issue is available at <https://www.aamc.org/initiatives/gmefunding/>.

As Dr. Shuer prepares to transition from his roles, I am pleased to announce that Dr. Clarence Braddock III, Professor of Medicine has been appointed the new Associate Dean for GME. Over the next six months he will also transition to leadership as the Medical Director for Graduate Medical Education at Stanford Hospital and Clinics. He will work closely with Dr. Shuer during the transition period. Dr. Braddock will also continue to function as Associate Dean for Medical Student education and to report directly to Dr. Charles Prober, Senior Associate Dean for (Undergraduate, Graduate & Continuing) Medical Education. As you likely know, one of our key goals is to better integrate and coordinate undergraduate and graduate medical education into a more seamless educational experience. Because Dr. Braddock is a highly recognized leader in medical education and has a long career and many accomplishments in both medical student education and GME, we believe he is uniquely qualified for these new roles. To make more time for his enhanced focus on education, he will also be transitioning out of his role as Medical Director for Quality for the Department of Medicine.

With all the changes underway in GME we believe this is a unique time to reconsider our priorities and goals for healthcare delivery and the important interface of Residents as learners and care providers. I am confident that our leadership team – and the collaborations that will continue to unfold – will foster success during times of change.

### **Cori Bossenberry, Niraj Dangoria and Sam Zelch Promoted to Associate Dean Status**

Because of their expanded scope of responsibilities and impact on the School of Medicine's missions I am pleased to announce that three of our key institutional leaders will now also have the title of Associate Dean. Each has a broad portfolio of

responsibility that is both discrete as well as interactive with multiple domains of the School, Medical Center and University.

**Cori Bossenberry** is the Executive Director of Human Resources for the School of Medicine. Her office is involved in the recruitment, appointment, career development and training, well-being, recognition, and wellness of our diversified workforce that numbers in thousands (see: <http://hrg.stanford.edu/>). She and her colleagues have developed an organization of exceptional quality and function, and we are all extremely grateful and respectful for the role that they play in our missions of education, research and patient care.

**Niraj Dangoria** is Director of Facilities and Planning for the School of Medicine, where he has also served as Assistant Dean. Under his leadership the medical school has taken on the greatest and most wide-sweeping facilities programs in its history. These include, on our campus, completed major building projects (Li Ka Shing Center, Lorry Lokey Stem Cell Building) as well as those currently planned (the Jill and John Freidenrich Center for Translational Research) and those now in earlier planning stages (CJ Huang Building, FIM1). They also include as well major offsite projects that are now underway, including a Center for Technology and Innovation, and, of course the coordination with our hospital partners in the major new projects at Stanford Hospital & Clinics and the Lucile Packard Children's Hospital. Niraj and his colleagues are also well known to virtually every faculty member and department chair seeking space (which seems to be everyone at times), and have a well deserved reputation for doing an outstanding job in planning and coordinating to meet expectations as best as possible with what are always limited resources. His role thus touches all of our missions in education, research and patient care.

**Sam Zelch** is the Chief Financial Officer for the School of Medicine, and he also serve as an Assistant Dean. The school is now a \$1.4 Billion operation in terms of revenues. It has an exceptionally complex, matrix-based financial model involving departments, institutes, centers and central administrative resources that also includes major interactions with both the hospitals and the university – each with different funds flow models and financial needs and expectations. I have noted in the past that Stanford School of Medicine is one of the most financially successful medical schools in the nation, and in no small part this is a consequence of the rigorous and thoughtful financial management that Sam Zelch and his colleagues provide – from current operational, programmatic and capital budgets to short and long-term planning. Given the uncertainties in stable funding for research and the changes anticipated in healthcare policy and payments, the role of his office and his expertise will have ever greater impact and importance across all of our missions in education, research and patient care.

I am pleased to recognize Cori Bossenberry, Niraj Dangoria and Sam Zelch by their respective promotions to Associate Dean in the School of Medicine. Please join me in congratulating them.

## **A New Model and Program for Medical Philanthropy and Development for Stanford Medicine**

Although we have enjoyed considerable success in our fundraising and philanthropic efforts over the past decade and in particular with the recent Stanford University Campaign, The Stanford Challenge, we have been less well served by our “siloed” development organizations at the central University, the Medical School and Stanford Hospital & Clinics (SHC). Over the past several months, Amir Rubin, President and CEO of SHC, and I have discussed the pros and cons of the current model (an SHC Office of Hospital Development and a School of Medicine Office of Medical Development, each with separate leaders and agendas) compared to a more integrated and coordinated model to support both SHC and SoM under a banner like Stanford Medicine (as a placeholder name). Even though the hospital and school offices attempted to work collaboratively, the reality is that the two separate organizations created a sense of competition and confusion – to our faculty and, more importantly, to our community. Amir and I decided that it would be wise to explore a new model; in this effort we were guided by Martin Shell, Vice President of the Office of Development for Stanford University, and Michele Schiele, who was recruited to Stanford this past January to serve as Senior Associate Vice President for University Development.

The result of these discussions will be a new Development Program for Stanford Medicine that will combine the talented teams already in place for hospital and medical school development along with alumni relations. This new Development Program for Stanford Medicine will be led by Michele Schiele and will house all of the employees in a central and coordinated office. Even though this new organization will not be fully operative until September 1<sup>st</sup>, it has met with considerable support and enthusiasm at both the staff level and by the University leadership.

We are at the cusp of new and exciting challenges. With the plans to proceed with the construction and renovation of SHC approved, there are considerable fundraising needs for construction and clinical program development. There are also extraordinary needs to support the education of medical and graduate students and also our faculty – especially during a period of incredible change due to the anticipated decreased support for research and patient care services. By fusing our programs and developing compelling visions for how Stanford Medicine will change the landscape of the future of healthcare delivery, biomedical research and education – and serve our communities locally and globally – we are poised for exceptional opportunity despite the bountiful challenges that lie ahead. Our goal is to do no less than double our current fundraising success over the next several years. We believe that our new model will enable us to achieve these and many other goals and that it will further foster our efforts to work in a collaborative and more integrated manner. We will be sharing more about this exciting new “development” in the weeks and months ahead – and, importantly, how you can help.

## **New Version of CAP (Community Academic Profiles) Will Add Social Networking Functionality**

This Fall the School of Medicine will deploy a private social networking platform that will be available to the entire School community and tightly integrated into a new version of the Community Academic Profiles (CAP) system. Profiles for all individuals at the School of Medicine describing their professional expertise, experience, interests and contact information will be provided and a suite of social networking features will be available, in a protected environment, with the goal of fostering a vibrant virtual community and supporting collaboration. CAP profiles for staff will be created for the first time and in conjunction with existing profiles for all faculty, postdocs and students, the online community will include approximately 10,000 people. The new secure CAP social networking platform will support features commonly used on platforms such as Facebook and Twitter including interactive comments, "activity streams", the creation of private groups, file sharing between users and access on mobile devices. The platform is certified to store Protected Health Information (PHI) to support the School's research and educational mission and it is not intended for use in patient care. As part of this project, the School has licensed technology from [Salesforce.com](http://Salesforce.com), used in the Salesforce Chatter system.

Each CAP profile "owner" will have the ability to control his or her profile and decide, at a granular level, what information (if any) is made visible to the public and to the Stanford CAP community. The interactive social networking environment will be entirely private within Stanford and information will not be shared on public sites or indexed by search engines. All individuals who use the system will be required to follow a Social Media Honor Code to ensure the privacy of our community.

Social networking paradigms are changing how we communicate and collaborate, both in our personal and work lives and have the potential to dramatically change how we deliver team-based patient care, conduct collaborative research, teach and support administrative functions. This project, lead by Senior Associate Dean Henry Lowe and Chief Technology Officer Michael Halaas, aims to support, explore and assess how this new social networking environment can enhance the ways we work together and ultimately support our core missions. It is anticipated that the new system will be available in early October of this year. Detailed information, training materials and demonstrations will be available later this summer.

### **Nominations for 2012 Faculty Fellows Program**

The Office of Diversity and Leadership has announced the launch of the 2012 School of Medicine **Faculty Fellows Program**. Now commencing its sixth year, the program will focus on a select group of Assistant and Associate Professors as Faculty Fellows for the 2011-2012 academic year. The purpose of the Faculty Fellows program is to identify and develop a diverse group of faculty with the potential to become our future leaders.

During the yearlong program, Fellows attend monthly dinner meetings with key University leaders including President John Hennessey, Provost John Etchemendy and Dean Philip Pizzo. Each speaker shares their "Leadership Journey" and engages fellows in a discussion about their leadership philosophy, strategy and style. In addition, Fellows participate in small monthly mentoring groups led by a senior Professor; and in a structured Career Development Planning process with their division chiefs or department chairs to craft a specific, career development action plan which the fellow will implement over the subsequent year.

If you are interested in being nominated for this opportunity, ask your Department Chair or Chief to nominate you. Criteria to apply:

- Assistant or Associate professors (***no less than 3 years in rank at Assistant and no more than 3 years in rank at Associate***)
- Demonstrated interest in, and potential for leadership
- Respected by colleagues
- Has the ability to influence others
- Can advocate for change
- Values diversity
- Thinks strategically and systemically
- Interested in taking on leadership roles in the future

**Fellows are expected to attend all dinner meetings and mentoring group meetings.** Below are the dinner meeting dates for 2012. All dinners are from 5:30-8:00pm.

- February 21, 2012
- March 20, 2012
- April 17, 2012
- May 15, 2012
- June 19, 2012
- July 17, 2012
- August 21, 2012
- September 18, 2012
- October 16, 2012
- November 20, 2012

You may obtain a nomination form via the ODL website at <http://med.stanford.edu/diversity/> or by contacting Jennifer Scanlin at [jscanlin@stanford.edu](mailto:jscanlin@stanford.edu).

**Nominations are due by September 1, 2011.** The new Fellows class will be announced in November 2011 and will begin meeting in January, 2012.

## **The Power of Patients and Parents**

As a pediatrician I have witnessed the impact of parent advocacy on diseases and problems that impact children. The passion, commitment and unwavering engagement of parents on behalf of their children can move individuals and institutions to new agendas and opportunities. In my own career these were particularly evident in the research and clinical agenda for children with cancer and also for those with HIV and AIDs. Of course advocacy is not restricted to children, as was well evidenced by the impact of advocacy groups, individuals and leaders on AIDS in the gay community. The impact on drug development, clinical trials and effect on those suffering from AIDS was notable and in many ways nonpareil.

In her latest and soon to be completed film entitled *Rare*, Dr. Maren Grainger-Monsen, Filmmaker in Residence and Program Director for Bioethics and Film, and her colleague Nicole Newham demonstrate the power of parents of children with a rare disorder called Hermansky Pudlak Syndrome, which includes albinism, a bleeding disorder and pulmonary fibrosis. By bringing to life the incredible commitment of Donna Appell, whose daughter Ashley suffered from this disease, filmmakers Grainger-Monsen and Newham take viewers into the devastating lives of the children and adults impacted by this rare disease – and, equally importantly, how they and their loved ones and community literally changed the agenda for research and care. The long and often disappointing journey of clinical research is revealed – but also the hope and compassion of parents, children and physicians and providers. We had the opportunity to witness this remarkable documentary in a film screening on July 13<sup>th</sup> in the Clark Center Auditorium. It was a moving experience.

Dr. Grainger-Monsen, her colleagues and the Stanford Center for Biomedical Ethics provide a unique resource for Stanford, the nation and world. Each of our lives is circumscribed by experiences and events that cross our personal “known world.” Through the art of filmmaking in areas that broach and explore important ethical and human illnesses and challenges, Maren extends and deepens our personal horizons and understanding. *Rare* is one of a number of exceptional films in her growing repertoire that now includes *Hold Your Breath*, *Worlds Apart*, *Vanishing Line*, *Grave Worlds* and *The Revolutionary Optimists*. I encourage you to view her website (<http://medethicsfilms.stanford.edu/>) and explore the insights she and her films offer to each of us.

## **Call for Volunteers for Medical Education in Zimbabwe**

Dr. Michele Barry, Senior Associate Dean for Global Affairs and Professor of Medicine, asked that I share this opportunity with you – and I am pleased to do so:

Starting in October there is an opportunity for Stanford faculty to teach overseas in Zimbabwe--

Basic science and clinical faculty as well as selected postdocs are invited to participate in a unique teaching partnership with the University of

Zimbabwe medical school over the next 5 years funded by an NIH-MEPI grant called Novel Education Clinical Trainees and Researchers Program-(NECTAR) <http://globalhealth.stanford.edu/strategicinitiatives/nectar.html>

Both bedside teachers and preclinical lecturing are needed to teach in what was once a state-of-the-art teaching hospital in Harare, Zimbabwe affiliated with the University of Zimbabwe Health Sciences University encompassing the only medical school in the country. The economic crisis in Zimbabwe resulted in significant emigration of health professionals leaving only 39 percent of the medical faculty left and only 33 percent of doctor posts filled countrywide. This grant is an attempt to try to improve major gaps in preclinical and clinical training as well as in research mentorship by partnering with both Stanford and the University of Colorado.

- A minimum of two weeks teaching would be required but longer periods or sabbaticals are also welcomed.
- Airfare and housing would be provided.
- More details can be provided by Joce Rodriguez at [Joce@stanford.edu](mailto:Joce@stanford.edu)

## Awards and Honors

- **Dr. Arash Alizadeh**, Assistant Professor in the Department of Medicine (Oncology) is one of 16 physician-scientists nationwide to be named a recipient of a Doris Duke Clinical Scientist Development Award. This is a highly competitive and distinguished award that enables recipients to devote 75% of their time to research and hopefully help promote their careers physician-scientists. Please join me in congratulating Dr. Alizadeh (who is also a graduate of our School of Medicine's MSTP program). Congratulations, Dr. Alizadeh.
- **Dr. Maxence V. Nachury**, Assistant Professor of Molecular and Cellular Physiology, has just received the Early Career Life Scientist Award from the American Society for Cell Biology (ASCB). This award is given to an outstanding scientist who has served as an independent investigator for no more than 7 years. Congratulations, Dr. Nachury.

## Appointments and Promotions

**Natali Aziz** has been reappointed to Clinical Assistant Professor of Obstetrics and Gynecology, effective 9/1/2011

**Marina Basina** has been reappointed to Clinical Assistant Professor of Medicine, effective 7/1/2011

**Sylvie L. Blumstein** has been reappointed to Clinical Assistant Professor of Obstetrics and Gynecology, effective 9/1/2011

**Milana Boukhman** has been reappointed to Clinical Assistant Professor of Surgery, effective 9/1/2011

**Michelle M. Ferrari** has been reappointed to Clinical Assistant Professor (Affiliated), effective 12/1/2010

**Dominik Fleischmann** has been promoted to Professor of Radiology at the Stanford University Medical Center, effective 7/01/11.

**Michael E. Friduss** has been reappointed to Clinical Associate Professor (Affiliated), effective 9/1/2011

**Gregory H. Gilbert** has been reappointed to Clinical Assistant Professor of Surgery, effective 9/1/2011

**Heather Henri** has been reappointed to Clinical Assistant Professor of Medicine, effective 9/1/2011

**Andrea Jelks** has been reappointed to Clinical Assistant Professor (Affiliated) of Obstetrics and Gynecology, effective 7/1/2011

**Rebecca L. McNiven** promoted to Clinical Assistant Professor of Medicine, effective 7/1/2011

**Leah S. Millheiser** has been reappointed to Clinical Assistant Professor of Obstetrics and Gynecology, effective 7/16/2011

**Stefan A. Mindea** has been reappointed to Clinical Assistant Professor of Neurosurgery, effective 8/1/2011

**Nancy Morioka-Douglas** has been reappointed to Clinical Professor of Medicine, effective 9/1/2011

**Christian Pariseau** has been reappointed to Clinical Assistant Professor of Pediatrics, effective 8/1/2011

**Suma D. Ramzan** has been reappointed to Clinical Assistant Professor of Anesthesia, effective 9/1/2011

**Lewis Shin** has been reappointed to Assistant Professor of Radiology at the Veterans Affairs Palo Alto Health Care System, effective 2/01/12.

**Ronald M. Witteles** has been reappointed to Assistant Professor of Medicine at the Stanford University Medical Center effective 8/01/11.