

# **Dean's Newsletter**

## **December 10, 2001**

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### **Happy Holidays**

As December unfolds, the season for both religious and secular holidays begins in earnest. I want to take this opportunity to wish you and your families a very Happy Holiday Season and a Happy New Year. Without question, nearly every one of our year-end reflections will be cast against the large shadow emanating from the tragic events of September 11<sup>th</sup>. However, this also provides an opportunity to also reflect on what is most important: our family, friends, colleagues, freedom and ability to do good on behalf of our communities, locally, nationally and globally.

### **Executive Committee Update on the Retreat – Mission Statement and Next Steps**

At the Executive Committee Meeting on Friday December 7<sup>th</sup>, David O'Brien, who is coordinating the efforts of the eight Strategic Planning Work Groups, reviewed the progress to date, which I am pleased to say has been quite notable. Each of the Strategic Planning Work Groups have focused on the overall School-Wide Mission Statement, have addressed their specific mission statement, as well as functional goals and an analysis of the Strengths, Weaknesses, Opportunities and Threats in each of their respective areas. With this, the Groups are now compiling their mission-specific inventories and priorities. During January, the inventories and priorities will be completed and an analysis of the impact of one mission on another will be assessed,

along with programmatic and capital resource needs required to achieve the success of the medical school and medical center.

Based on the input from the various Strategic Planning Work Groups, which represent a cross section of our faculty, students and staff, the initial draft mission statement that has been previously published and circulated has been modified to the following draft mission statement for the Stanford University School of Medicine:

***We are a premier research-intensive school of medicine that improves health through our discoveries, leadership and innovation in education, patient care, and biomedical and clinical research.***

Because how we carry out our work and what we become derives from our vision, it is important that our School's mission statement be reflective of that vision and be understood and shared by all members of our community. It is also important that our mission statement be agreed to before our retreat in February so that our efforts then, and in the months that follow, are clearly defined, and as optimally implemented as possible. Accordingly, I would welcome any comments or suggestions from you regarding the revised mission statement shown above.

In addition to the continuing efforts and interactions of the Strategic Planning Work Groups noted above, we are planning the following additional pre-retreat presentations:

1. School of Medicine Executive Committee meetings on January 4, 18 and February 1<sup>st</sup>.
2. School of Medicine Faculty Senate on December 19<sup>th</sup> and January 14<sup>th</sup>, concentrating on education.
3. Town Hall Meeting at Noon on January 14<sup>th</sup> in the Fairchild Auditorium, to which all faculty, students and staff are invited.

Following the Retreat during the weekend of February 8-10<sup>th</sup>, which should be viewed as a beginning rather than an ending, we will collate and prioritize our major initiatives, define their scopes and the resources necessary to achieve them. Throughout this process I am eager to enlist input and suggestions from any whom wish to offer them. Please respond to the Dean's Newsletter email box or feel free to contact any of our Senior Associate Deans directly to offer your suggestions and recommendations. It is our intent and hope that we can make this as inclusive a process as possible.

### **Farewell to Dr. Gene and Gloria Bauer**

On Tuesday, November 27<sup>th</sup>, University Officials and Trustees were joined by faculty and staff of the School of Medicine to bid a fond farewell to Gene and Gloria Bauer for the wonderful service they provided to Stanford University during the past 13 years. I was pleased to be joined by former President Gerhard Casper, Board of Trustees

Chair Isaac Stein, Trustees and Directors Denise O'Leary and John Freidenrich, Faculty representing Dermatology Al Lane and Youn Kim and Judy Swain representing the Clinical Chairs. Each commented on the accomplishments that Gene and Gloria Bauer provided during Dr. Bauer's tenure as Chair of the Department of Dermatology (1988-1995) and then Dean and Vice President of the Medical Center (1995-2001). The Bauers' children and grandchildren were present for the festive event that was held in the Iris and B. Gerald Cantor Center for the Visual Arts. Dr. Bauer began his sabbatical on December 1<sup>st</sup> and we all wish him a very Happy New Year and, again, thank him for all that he did to help shape and sustain the excellence of the Stanford University School of Medicine, the Medical Center and University.

### **Formation of Baxter Laboratory for Genetic Pharmacology**

I am pleased to announce that the Baxter Foundation and Provost have approved our recommendation to form the newly endowed Baxter Laboratory for Genetic Pharmacology which will be devoted to developing novel cell and gene based therapies for human diseases. This new Laboratory will be located in CCSR and will be part of the Department of Microbiology and Immunology. I am also pleased to announce that Dr. Helen Blau has been named the first Director of the new Baxter Laboratory for Genetic Pharmacology. With these new responsibilities, Dr. Blau will step down as Chair of the Department of Molecular Pharmacology as of January 1, 2002. She will be joined by Dr. Garry Nolan and a new Assistant Professor to develop an exciting new interdisciplinary effort. The Baxter Foundation plans to formally celebrate this new Laboratory for Genetic Pharmacology in the Spring and details will follow.

### **Appointment of Senior Associate Dean for Pediatric and Obstetric Clinical Affairs**

This year the Lucile Salter Packard Children's Hospital (LPCH) celebrates its 10<sup>th</sup> Anniversary. As discussed in the last edition of the Newsletter, with the announcement of the Children's Health Initiative, the path for LPCH to become a premier center of excellence in child health is now clear. The impressive presentation that Dr. Alan Krensky, Shelagh Galligan Professor of Pediatrics and Executive Director, Children's Health Initiative (CHI), shared with the Board of Trustees Committee on the Medical Center on Monday December 3<sup>rd</sup>, gives further evidence of a very exciting future for LPCH and Stanford. The CHI formalizes a special partnership among LPCH, the School of Medicine, the Lucile Packard Foundation for Children's Health and the David and Lucile Packard Foundation, to improve the lives of children and families of the 21<sup>st</sup> century through excellence and innovation in clinical care, research and education.

Based on the notable expansion of the clinical programs now underway at LPCH, and their continued growth over the next decade, it has become clear that a special focus on these programs is needed. Accordingly, I am pleased to announce the creation of the new position of Senior Associate Dean for Pediatric and Obstetric Clinical Affairs. I am further pleased to announce that Dr. Ken Cox, Professor of Pediatrics, Chief of the Division of Gastroenterology and Chief Medical Officer at LPCH has agreed to become

the first incumbent of this new position in the Office of the Dean. In this new position Dr. Cox will represent the School of Medicine in its interactions with LPCH and the pediatric faculty, including the development of new clinical programs, clinical faculty performance and organization. Dr. Cox will work closely with Dr. Norm Rizk, Senior Associate Dean for Clinical Affairs, to coordinate the interactions between SHC and LPCH in clinical programs and affairs. Like our other Senior Associate Deans, Dr Cox will carry out his administrative responsibilities on a part-time basis so that he can sustain his clinical and related academic activities at LPCH and Stanford.

One of the most important topics to be addressed in the coming months is the development of a Physicians' Organization and Practice Plan, including its joint relationship to the School of Medicine and respective hospitals. There is little question that the development of a practice plan and its coordination and integration with faculty and the Hospital is of enormous importance. Dr. Cox has already been leading an important effort in Physician-Hospital integration at LPCH and his experience, knowledge and commitment will prove enormously important in this highly critical area.

Please join me in welcoming Dr. Ken Cox to his new position as Senior Associate Dean for Pediatric and Obstetric Clinical Affairs.

### **Compliance Oversight Committee Focuses on the Intersection Between Clinical Innovation and Conflict of Interest**

At the School's newly founded Compliance Oversight Committee that met on December 5<sup>th</sup>, we continued our discussion about the important and complicated topic related to the intersection between clinical innovation and "conflict of interest". This is an extremely important issue. Bringing new innovations and discoveries to improve the health of our patients is one of the most important things we can do at Stanford. Not infrequently, new inventions or devices are discovered by a faculty member who may also have equity interest in its development. The role of such a faculty member in evaluating such devices or therapies is a topic that has engendered both debate and regulation, locally and nationally.

It must, of course, be recognized that the goal to assure patient safety is first and foremost. There are also clearly situations when the individual who has invented the new device, procedure or product may also be the very best person to carry out its evaluation. However doing so can present a "conflict of interest" if that surgeon or physician is also an investor or paid consultant in the development of the device or product. The Compliance Oversight Committee has recognized the importance of an ongoing dialogue with our faculty, to have the opportunity to present their perspective on this matter. In addition to assuring patient safety, it is also important to assure the integrity of our clinical research enterprise and the opportunities for our faculty to continue to discover and innovate at Stanford. To continue to engage faculty in this important dialogue, the Conflict of Interest Committee, led by Dr. Ed Mocarski, Professor of Microbiology and Immunology, will establish a series of faculty forums during the next year. Details will follow.

## **Special Meeting for Pediatric Faculty and Staff on Tuesday December 12th**

On Tuesday December 12<sup>th</sup>, I and other members of the Office of the Dean will hold a special meeting for faculty and staff of the Department of Pediatrics. The meeting will begin promptly at 4:30 PM in the Freidenrich Auditorium at LPCH and last for only 30 minutes. I strongly recommend that the faculty and staff in Pediatrics make every effort to attend this meeting.

## **Faculty Senate Approves the Interdisciplinary Program in Health Services Research**

On Thursday Nov 29<sup>th</sup>, the University Faculty Senate evaluated and approved the review of the Health Services Research Interdisciplinary Program that is coordinated by Dr Mark Hlatky, Professor and Chair of the Department of Health Research and Policy. Although recommending that the scope of the program is broadened, the review committee and Senate recognized that the training program is excellent in its primary area of focus, namely cost of care.

## **Proposed Joint Department of Bioengineering Brought to President and Provost**

On Thursday December 6<sup>th</sup>, Jim Plummer, Dean of the School of Engineering, and I met with the President and Provost to officially inform them that our two schools were committed to forming a joint department of bioengineering. This was met with considerable enthusiasm. We will now proceed to work jointly on the important topics of undergraduate and graduate education, academic governance and relations, and finance and administration. It is recognized by all that we will surely encounter impediments and barriers but we are committed to overcoming them in order to achieve a successful outcome. We further recognize that these efforts will serve as a model for other broad interdisciplinary efforts, including BioX.

The work will take place through four subcommittees beginning early in 2002, with the goal of completing the initial phase of the program development by the end of the academic year. This is, of course, outstanding news and I will look forward to sharing updates in future Newsletters.

## **Seeing for the First Time**

I have walked rapidly through the corridors of Stanford Hospital & Clinics and the Packard Children's Hospital countless times on my way to various meetings or events since my arrival in April. During those times I had noticed the remarkable artwork on its walls. However, it was only on Tuesday December 4<sup>th</sup>, that my pace was slowed and I became more informed about how extraordinary the artwork truly is. On that occasion,

Mrs. Helen Bing, who is responsible for supporting and overseeing the development of the extraordinary gardens and wonderful artwork that enriches the Medical Center, took me on a tour that was amazing and informative. The extraordinary contributions of Helen and Peter Bing to the Medical Center and University are renowned. What I witnessed also was the personal compassion, care and commitment of the woman who has made so much of this possible for our patients and staff. I add my voice to the chorus of so many others to give thanks to the wonderful contributions of Helen Bing and her family.

### **Medical Staff Update Survey**

The Office of News and Public Affairs asked that I inform you that it is inserting a readership survey in the December issue of Medical Staff Update. They need the help of the medical staff in completing the survey. The goal is to find out how useful the publication is to the medical staff and how it might be made better. Please do your best to help.

### **Appreciation**

**Farewell to Tom Jackiewicz.** On Tuesday December 4<sup>th</sup> the Department of Medicine bid thanks and farewell to Mr. Tom Jackiewicz who will leave for a new and exciting position at UCSD. Tom has worked closely with Dr. Judy Swain, Professor and Chair of Medicine and together they have made enormous contributions. I add my thanks to Tom as well. I too have been very impressed with his many talents and contributions and know that he will be missed by the Department and the School.

**Radiation Oncology Faculty.** I also want to thank Dr. Richard Hoppe and the Department of Radiation Oncology for inviting me to their December 4<sup>th</sup> faculty meeting. I continue to attend faculty meetings throughout the School and find this a tremendously valuable way to meet faculty and learn about the challenges and issues facing individuals and departments.

### **Appointments and Promotions**

I am very pleased to announce that the following individuals have been approved for appointment or promotion.

**R. Christopher Hayward** has been reappointed as Associate Professor of Psychiatry and Behavioral Sciences at Stanford University Medical Center for the term 11/01/01-11/30/05

**Paul T. Pitlick** has been reappointed Associate Professor of Pediatrics at Lucile Salter Packard Children's Hospital for the term 11/01/01-8/31/06

**R. Lawrence Moss** has been promoted to Associate Professor of Surgery and of Pediatrics at Stanford University Medical Center for the term 10/01/01-9/30/06

**Upinder Singh** has been appointed as Assistant Professor of Medicine (Infectious Diseases) for the term 11/01/01-10/31/04

**Henry Lowe** has been appointed as Associate Professor of Medicine (Research) for the term 11/01/01-10/31/07

**Gregory S. Barsh** has been promoted to Professor of Pediatrics and of Genetics effective 11/01/01

Congratulations to all.