

Dean's Newsletter

February 18, 2002

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Appointment of New Leadership in the Department of Molecular Pharmacology

I am extremely pleased to announce that Professor Daria Mochly-Rosen has agreed to serve as the next Chair of the Department of Molecular Pharmacology beginning February 15, 2002. This is wonderful news for the Department, School and University.

Dr. Mochly-Rosen joined Stanford in 1993, having previously been an Associate Professor in Residence at UCSF. She received her Ph.D. at the Weizmann Institute's Department of Chemical Immunology and did a Postdoctoral Fellowship in the Department of Biochemistry at Berkeley. She also served as the Reed-Hodgeson Professor in Human Biology at Stanford from 1996-2001. Dr. Mochly-Rosen's major research focus is the role of protein kinase C (PKC) in normal signal transduction and in disease. She and her colleagues have proposed that activated PKC isozymes bind to intracellular receptor proteins located at different subcellular sites, and that these receptors differentially bind specific PKC isozymes. The specific anchoring proteins are termed RACKs (for Receptors for Activated C-Kinase). Her studies to date have focused mainly on the role of PKC in heart function but her work also extends to cancer biology, as well as more broadly to a number of areas in developmental biology. They also relate to her interest in the emerging field of chemical biology.

Since last summer, Dr. Mochly-Rosen has served as the Chief of the Division of Chemical Biology. She has since developed a research theme engaging several other members of Molecular Pharmacology faculty (especially Drs. Meyer, Cimprich, and Ferrell) in developing a broader focus on chemical biology. Importantly, this research area has simultaneously been defined as one of the major research themes for the Clark Center, and thus will further link the Department of Molecular Pharmacology and the School of Medicine to an even broader Stanford University initiative.

In the years ahead Dr. Mochly-Rosen's leadership will prove important in furthering the field of molecular pharmacology and its important intersection with chemical biology. This has broad institutional implications and significance.

Please join me in congratulating Professor Daria Mochly-Rosen on becoming Chair of the Department of Molecular Pharmacology.

Next Town Hall Meeting on Monday, February 25th

On Monday, February 25th, we will hold our first Post-Retreat Strategic Planning Update at Noon in the Fairchild Auditorium. Faculty, staff and students are welcome to attend. The focus of this presentation will be on medical and graduate student education. We are interested in your input, so please attend the Town Hall Meeting at Noon on February 25th.

Strategic Planning Retreat Update

The School of Medicine held its first comprehensive Strategic Planning Retreat from February 8-10th. Attending the Retreat were the Chairs of Basic and Clinical Science Departments, Faculty Leaders, Senior Deans, staff, medical and graduate students and postdoctoral fellows. Also in attendance were the President/CEOs from Stanford Hospital & Clinics and the Lucile Packard Children's Hospital, Trustee(s) and the Provost. In total, we had 72 participants spanning our missions in education, research and patient care.

The weekend Retreat was both an ending and a beginning. Leading up to the Retreat nine Work Groups comprised of more than a hundred faculty, students and staff from throughout the School, who had been working since September 2001, each under the guidance of a Senior Dean, analyzing various aspects of our missions. These work groups produced over 100 potential Strategic Initiatives, of which approximately 20 were selected for presentation and discussion at the Retreat (these were published in the February 4th edition of the Dean's Newsletter). To foster as much dialogue and debate as possible, participants received a detailed briefing document prior to the Retreat which included, for each Work Group, a program summary, mission and goals, SWOT (strength, weakness, opportunity and threats) analysis, and a review of proposed initiatives.

The presentations and discussions at the Retreat were done before the entire group of attendees. We purposefully decided not to use any outside consultants or facilitators for either the planning or presentation phase of this process. David O'Brien served as the Internal Coordinator of the planning process and the Dean served as the facilitator at the Retreat. The format for the retreat was as follows:

Friday, February 8th

1. Medical Student Education: Dr. Julie Parsonnet
2. Graduate Student Education: Dr. Karla Kirkegaard and James Nelson
3. Postdoctoral Education: Dr. Joe Lipsick

Saturday, February 9th.

1. Research Programs: Dr. James Nelson

2. Clinical Programs: Drs. Norm Rizk and Ken Cox
3. The Professoriate: Dr. David Stevenson
4. Finance & Administration: Mr. Michael Hindery
5. Communication, Advocacy, Public Policy & Philanthropy: Dr. Phil Pizzo

Sunday, February 10th

1. Summary: Dr. Phil Pizzo
2. General Discussion and Review

It is important to underscore that this first phase of our Strategic Planning effort was primarily an opportunity to assess the proposed direction of individual areas (e.g., education, research, clinical care) as well as to evaluate their interrelationships. Because academic medical centers like Stanford have multiple missions, I felt it was particularly important at this stage to determine the degrees of alignment between and among our missions and community. We also wanted to determine how each fit into our overarching mission, which we had defined prior to the Retreat “to be a premier research-intensive School of Medicine that improves health in the 21st Century through discoveries, leadership and innovations in education, biomedical and clinical research and patient care”.

Despite the differences in culture and focus among the various attendees of the Retreat, and whatever preconceived perceptions or attitudes that each held prior to her or his arrival, a remarkable degree of agreement and consonance was achieved during and certainly by the conclusion of the Retreat. Perhaps most importantly, the intricate interrelatedness and dependency of our missions became increasingly clear to all participants. So too did the important connections and synergies.

The unifying theme for our missions and School is Translational Research and Medicine. The linkage between basic and clinical science, the relationship between basic research, discovery and innovation and their impact on human health, the importance of training medical and graduate students to explore the intersections of science and health are essential components of Translational Research and Medicine at Stanford. So too is being excellent in our research, education and clinical care. Further, valuing the importance of outstanding patient care and the role of superb clinicians, teachers and scholars was felt to be as essential to fostering Translational Research and Medicine at Stanford as is the presence of outstanding investigators.

In the coming weeks we will be further refining the reports of the Work Groups, now informed by the discussion that took place at the Retreat, into a comprehensive Strategic Planning document and series of action items. As previously forecast, I anticipate that the Planning Report, which will still be a work-in-progress, will be available by early April. We will also be initiating an Internal Web Page so that you can access the reports and offer your input and comments on-line. At the same time, we will soon be coming forth with the initiatives that have emerged from the work-to-date that will be ready for implementation immediately or that will be staged for implementation over the next several years.

Because each Work Group and mission area has a number of important initiatives (some of which I detailed in the February 4th Dean's Newsletter) I do not intend to summarize them now, for fear of reducing them to too much simplicity. We will plan to present them each in more detail, beginning with Education at the Town Hall Meeting on February 25th at Noon in the Fairchild Auditorium.

I do want to take a moment to thank the many faculty, students and staff who have already spent a considerable number of hours working on the Strategic Plan. I want to particularly thank those who gave up so much time to attend the Strategic Planning Retreat on February 8-10th. During the next months we will be holding more focused Mini-Retreats on campus addressing key mission areas, and I hope that you will be able to attend those as they are announced. Our ultimate success will be dependent on the engagement and involvement of our faculty, students and staff and their sense of ownership and commitment to the plans that emerge from shared efforts. As always, I am most interested to receive your input.

Appointment of Director of the School of Medicine's New Institutional Planning Office

Strategic plans are not new to the School of Medicine. Others have preceded the effort currently underway and many contained valuable insights and initiatives. However, most of these plans have not been realized or implemented.

While strategic planning is important, the follow-up and implementation of the defined initiative is even more critical. Indeed, a lack of follow through results in apathy and cynicism, making it even more difficult to engage change. This is especially true when change requires the involvement of many individuals; not infrequently individuals sharing different goals and objectives.

Recognizing the importance of ownership over a strategic planning process, I have quite purposefully assumed personal responsibility for the efforts to date and have made sure that the strategic planning to date has occurred internally. Surely this does not mean that we will not at some point, wish to seek external review to further test and refine our ideas and initiatives. However, at this juncture it seems wisest to keep our planning operations internal.

To assure that our strategic planning efforts are managed and achieved as optimally as possible, however, I have, with the concurrence of our Senior Associate Deans, decided to establish an Office of Institutional Planning at the School of Medicine. I am pleased to announce that Mr. David O'Brien, who has played a key role in coordinating and overseeing the current Strategic Plan, will become Director of the School's Institutional Planning Office. In his new role, Mr. O'Brien will report to the Dean and work closely with the Senior Deans as well as faculty, students and staff. Importantly, Mr. O'Brien will help assure that our initiatives are tracked and

implemented and that in the years ahead our vision and goals for Stanford University School of Medicine are realized.

Input Being Sought on Bioengineering

As you know from prior communications, the Schools of Engineering and Medicine are moving forward in forming a joint bioengineering department. Our goal is to get Advisory Board and Board of Trustees approval for this new department by June, 2002. As I announced in the February 4th Dean's Newsletter, three committees have been formed and are being lead by co-chairs from engineering and medicine. These committees include Undergraduate Programs (Co-Chairs are Eric Roberts and Charles Taylor); Graduate Education and Research (Co-Chairs are Channing Robertson and Norbert Pelc) and Finance/Administration (Co-Chairs are Curt Frank and Judy Swain). Email addresses are listed below for each of these co-chairs.

Jim Plummer, Dean of the School of Engineering, and I very much encourage **your** input into the ongoing planning process. Specifically, any ideas and opinions that you have regarding undergraduate programs, graduate programs, department organization and mission, or other related issues, in bioengineering would be welcome by these committees. You can reach the co-chairs by email at:

eroberts@CS.stanford.edu, taylorca@stanford.edu, chanbo@stanford.edu, pelc@stanford.edu, curt@chemeng.Stanford.EDU, jlswain@stanford.edu

Emails to the co-chairs of the committees, discussions with them or with the committees as a whole, or any other means you might want to use to provide input would be welcome. The co-chairs can also provide you with a complete listing of the other faculty on each committee. We also plan to hold a series of open town hall meetings over the next few months to discuss progress on these issues and we will keep you informed about when these meetings will be held.

Meeting Faculty, Students and Staff

During my first ten months at the School of Medicine I have had the opportunity to meet with numerous faculty, students, and staff. Some have been through one-on-one meetings, others at departmental meetings or functions. Being cognizant that there are often layers separating the Dean's Office from the community that defines the School, I am seeking additional ways of enhancing direct interactions. My motivations are to get to know you better and to learn more directly about the issues or concerns that you have about the School, Medical Center and University. I am also eager to find ways to receive information directly from faculty, students and staff in addition to that which comes via reports from Chairs, Deans or Departmental leaders.

For some months I have been hosting informal (simple) lunch meetings with medical and graduate students. I am now planning to extend those meetings to faculty. Soon other Senior Deans and I will be arranging informal meetings with staff as well. The fare for the informal faculty lunches will be simple, the size less than fourteen at a time, the groups mixed, the talk direct and candid, and the agenda set by those who choose to attend. If you are interested in attending one of these informal lunch meetings please contact Ms Sharon Olsen at sharon.olsen@Stanford.EDU.

Appointments and Promotions.

I am pleased to report the following promotions recommended by the Advisory Board:

Ben A. Barres has been recommended to be promoted to Professor of Neurobiology and of Developmental Biology, effective March 1, 2002

Carol Clayberger has been recommended to be promoted to Professor of Pediatrics and of Cardiothoracic Surgery (Research), 3/1/02-2/29/08

Congratulations to Drs Barres and Clayberger.