

The Dean's Newsletter: March 18, 2002

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Executive Committee Update: Current and Future Operating Budgets

As part of our Strategic Planning Process we recognized the importance of addressing those ways in which the School's administrative and financial infrastructure could best serve and facilitate the fulfillment of our missions in education, research and patient care. Accordingly, one of the nine Work Groups focused on Administration and Finance. As part of this effort, led by Mike Hindery, Senior Associate Dean for Administration and Finance, of the methodology for the School's Operating Budget was reviewed. Although the operating budget comprises only a portion of the consolidated budget for the School and its Departments, it does have an impact on the School's current and future programs. Indeed, one of the factors often blamed for impeding progress in curriculum reform in the past has been the current operating budget formula, which has been in place for more than two decades. While that formula is simple, predictive and longstanding, it may also inadvertently impede the development of curriculum evolution, including interdisciplinary education and interdisciplinary research, both of which are central to the future of the School of Medicine.

Based on this, the principles guiding a change in the operating formula are that:

- It should be fair, equitable, transparent and simple to calculate.
- The funds available for distribution and the formula are income driven.
- The methodology should respect and preserve the School's history with formulae.
- The formula should incent the management of costs and the enhancement of revenue.
- The formula should respect local control of decisions and should permit units and departments to understand the impact of decisions.
- The formula should incent the appropriate use of restricted funds.
- The formula should recognize the importance of teachers, including interdepartmental teaching and courses.
- The formula should be flexible enough to accommodate changing organizational models and interdisciplinary units.

At the School's Executive Committee meeting held on Friday, March 15th, Mr. Hindery

gave an overview of the School of Medicine's financial status and then focused on the changes in the operating budget currently under consideration. Departmental DFA's were also invited to this special presentation. Among the most important elements of the revision in the operating budget is the creation of a "teaching fund" that will help to help pay for basic science and clinical courses and electives and that will also incent excellence in courses and teachers.

The presentation engendered a lively and very productive discussion. Coupled with changes to the operating budget will also be a new School of Medicine Reserves Policy that will impact both the School and the Departments. The Reserves Policy has been under review by a committee chaired by Mike Hindery that has been working since early last Fall and that will be ready for a presentation to the Executive Committee in the next month. The Reserves Policy delineate the responsibility and allocation of expenses for education, research and infrastructure support between the Departments or School (i.e., Dean's Office). The changes to the Operating Budget, coupled with the new Reserves Policy, will have important implications for the School and the Departments. Obviously, the key goal is to help facilitate improvements in our ability to enhance our programs in education, research and patient care.

Not yet finalized is the timing for introduction of these changes. Because the preparations for the FY03 budget cycle commence during the next two weeks, it is unclear whether we will be ready to make the necessary refinements to permit introduction of the revised Operating Budget Formula and new Reserves Policy this immediate budget cycle or whether we will need to defer to the next budget cycle. Either way, we **will** be making changes to the Operating Budget and Reserves Policies to further improve our ability to make progress in important mission critical areas. At the same time, we also recognize that whatever changes we make, additional funding sources are necessary to permit us to achieve our goals, making the Campaign for Stanford Medicine all the more critical and important.

[Important Reminder Regarding Email Usage in the Workplace](#)

During the past decade Email has become one of the best-used communication tools in the workplace. The use of this tool, however, requires special attention and responsibility. Email correspondence is public and easily accessible. Its rapidity and ease of distribution can be a great benefit as well as source of problems. Accordingly, I want to remind each member of our community to be responsible, thoughtful and appropriate in the use of email in the workplace.

I am aware of recent correspondence that has been unnecessarily inflammatory and which in some cases included inaccurate comments or allegations. Such documents can undermine our professional workplace and impede our goal to have an environment that is collegial, responsible and thoughtful. Please exercise appropriate judgment when using email, especially when a number of individuals are being copied. It is always wise to pause before pressing the send button and be sure that the implications of messages being sent have been fully considered.

Thank you for your attention to this important issue.

[Associate Dean of Learning Technologies](#)

I am pleased to announce that Dr. Parvati Dev will soon assume the responsibilities for Associate Dean of Learning Technologies, working with Dr. Henry Lowe, the recently appointed Senior Associate Dean for Information Resources and Technology. Dr. Dev is extremely qualified for this role based on the leadership she has provided as Director of the [SUMMIT](#) Program since 1990. Dr. Dev received her PhD in Electrical Engineering from Stanford and has focused her efforts on the interface of medical education and information technology and learning for more than a decade. She has received a number of awards for the pioneering work that has emerged under her leadership. I am extremely pleased she will assume these additional responsibilities.

[On the Road Again](#)

On March 7-9th, I joined our Alumni and Medical Development staff in a series of "On the Road Events" in San Diego and Los Angeles. These events are designed to promote greater contact with graduates from the School of Medicine training programs. They offer an opportunity to provide updates about our new strategic initiatives at Stanford, as well as act as a forum for graduates and alumni to reunite with other members of the Stanford community.

I want to thank the speakers at our "On the Road Symposium" held on Saturday, March 9th, in Santa Monica. They included Professors Peter Small, Scott Mitchell and Irv Weissman. Each gave excellent presentations underscoring the continuing role of Stanford in innovation, discovery and translational research. Importantly the work presented also addressed the role of Stanford as a leader both nationally and globally.

[Congratulations to Medical Student Awardees](#)

I am very pleased to share that a number of our medical students have recently been the recipients of prestigious awards.

Tonya Nichols SMS 2 was awarded a [Metropolitan Life Foundation](#) Scholars, [National Medical Fellowship, Inc.](#) This scholarship is presented annually to underrepresented minority students in recognition of outstanding academic achievement, leadership, community involvement and potential for distinguished contributions to medicine. Tonya was one of 16 students selected nationally.

Sarah Carranza, SMS 3, Richard Rubio, SMS 4 and Melanie Watkins, SMS were selected as [Community Service](#) Scholars, [National Medical Fellowship, Inc.](#) This award allows its recipients to work at community based health care agencies in the Bay Area where they learn more about community-based primary care, its philosophy and practice. The honor recognizes a demonstrated commitment to practicing in the Bay Area. Students will assist in direct patient care, community epidemiology and health education with selected mentors.

Congratulations to Dr. Jack Remington

The Department of Medicine recently announced that Jack Remington, Professor of Medicine in the Division of Infectious Diseases and Geographic Medicine has been selected as the recipient of the Albion Walter Hewlett Award. This award was established in 1983 in honor of Dr. Albion Walter Hewlett who served as a Professor of Medicine at Stanford from 1916 through the time of his death in 1925. This annual award, as determined by the Faculty in the Department of Medicine, recognizes "the physician of care and skill who is committed to discovering and using biologic knowledge, wisdom and compassion to return patients to productive lives." According to the guidelines, "Nominees should be living physicians who have some Stanford background and are well known here as dynamic role models for future academicians and practitioners of scientific medicine."

I have had the personal privilege of knowing Jack Remington for 25 years and commend both him and the faculty for their choice. Dr. Remington will also present Grand Rounds on Thursday May 23, 2002 at 8:00 a.m. in the Fairchild Auditorium as part of the Award Ceremony.

Announcement: A Novel CME Program

I would like to bring to your attention a novel, interdisciplinary CME program to be held on May 3, 2002 at the NIH. The conference, sponsored by Stanford University and the Lymphatic Research Foundation, will address "The Lymphatic Continuum". For more information, please see <http://www.lymphaticresearch.org/LRF/>.

Appointments and Promotions

I am pleased to announce the following appointments and reappointments.

Craig Garner has been appointed Professor of Psychiatry and Behavioral Sciences and, by courtesy, of Neurology and Neurological Sciences, effective April 1, 2002

Dr. Laura Lazzeroni has been reappointed Assistant Professor (Research) of Health Research and Policy.

Congratulations.