

Dean's Newsletter

April 15, 2002

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Memorial Service for Dr. Kenneth Melmon

A Memorial Service will be held on April 29th at 4:30 p.m. in the Arrillaga Alumni Center in honor and remembrance of Dr. Ken Melmon who died on Monday, April 8, 2002. All faculty, staff and students are invited to attend.

Not in the Ranking

On April 8th, US News & World Report issued its annual ranking of medical schools. This year Stanford fell from ninth to eleventh place. While this is certainly disappointing and, to the uninformed, may imply that Stanford is losing ground or, even worse, quality, nothing could be further from the truth. The reality is that the Stanford is doing extremely well but the methodology used to determine these rankings for medical schools is highly flawed and negatively impacts on small but otherwise outstanding school like Stanford.

Among its great strengths is that Stanford is a small school (indeed, the smallest of its peer schools and only a tenth the size of Harvard, for example) with an outstanding faculty and student body. Indeed by most every metric Stanford excels. On a per capita basis, Stanford is at the very top in the amount of competitive NIH funding it receives per faculty member – a surrogate measure for overall faculty excellence. More importantly, the quality of the research at Stanford is breathtaking. Further, the advantage of a small faculty is that it promotes greater interaction and collaboration in research and increased contact and involvement with our students. However, the methodology employed by US News & World Report does not measure that excellence accurately.

Instead, US News & World Report places a very high value on the total amount of NIH funding. This obviously favors schools that have a large faculty size, many of which have also grown substantially during the past several years in order to take advantage of the doubling of the NIH budget. More faculty simply means a higher

amount of funding but says nothing about the quality of the research or the amount of support per faculty member, the more important measure in which Stanford tops the list. Indeed, this is not even considered in the current ranking methodology.

The current methodology also includes faculty-student ratios as an important metric further impacting Stanford. We believe having a small but highly distinguished faculty is an advantage. Faculty-student ratios are even further distorted at Stanford since most of our students remain in medical school for five or more years, thus increasing the relative student body. However, we also believe this permits our students to learn with greater flexibility and success.

So, while acknowledging that it is disappointing to not be in the top ten this year, it is important to understand that this is simply a function of changes that have occurred in the past years that artificially influence these rankings and distort true measures of excellence. We will bring these serious methodological issues to the attention of US News & World Report with the hope that they will modify their methodology in future years. With that, I am very confident that Stanford would rise significantly in the ranks.

I am proud to be at Stanford and continue to believe that in the most important metrics of success and excellence, we are number one.

Faculty Senate Visits the School of Medicine

On Thursday, April 4th, the School of Medicine hosted the University Faculty Senate on our campus. This was the first time, since 1994, the School of Medicine made a report to the Senate and likely the first time that the Senate visited the Medical Center.

We first thought about having the Senate visit the School last summer when it became clear to me that there was a large knowledge gap about the School of Medicine, our hospitals and the overall state-of-affairs of academic medicine. Thus, I felt it would be educational and instructive to have the Faculty Senate learn more about the School and our missions in education, research and patient care. I believe that the visit was successful in accomplishing this goal but recognize that this is just one of many steps we must take to help achieve our shared goal of becoming “one University.”

The format for the visit involved a presentation on the State of the School, focusing particularly on the new directions we will be taking as a result of our Strategic Planning during this past year. I gave this presentation and highlighted our goals and strategic objectives in medical student and graduate student education, the important role of our postdoctoral scholars, the evolving nature of our research programs and their relationship to our mission in translational medicine and clinical care. I also discussed the impact of our new directions on the professoriate, highlighting how this has evolved at the School of Medicine. I concluded by describing some of our most immediate capital needs, especially our Center for Learning and Information – which was clearly evident from the fact that we held the Faculty Senate session in M104!

Following my presentation and a Q&A session, we invited Senators to participate in one of six tours:

Education

1. The Role of Information Technology and Simulation in Medical Education. Presenter: Dr. Parvati Dev and Dr. Neil Gesundheit

Translational Research in Medicine

2. Genomics and Its Application to Human Disease – Stanford Functional Genomics Facility a& Stanford Microarray Database. Presenter: Dr. Mike Fero
3. Genomics and Its Application to Human Disease – Use of Microarrays for Analysis of Events During Development. Presenter: Farhad Imam (for Dr. Mark Krasnow)
4. Delivering State-of-the-Art Imaging Resources to Researchers: The Cell Sciences Imaging Facility. Presenter: Dr. Jon Mulholland
5. 3D Clinical and Basic Sciences Laboratory. Presenters: Drs. Sandy Napel and Geoff Grubin

The Boundaries of Clinical Care

6. Neonatal Intensive Care in the 21st Century. Presenter: Dr Susan Hintz (for Dr. David Stevenson)

I hope that this visit to the Medical School provided a better portrait to our colleagues throughout the University about the important mission of our School and the important plans and initiatives we will be working toward in the years ahead.

I want to thank Ms. Bev Simmonds, Special Assistant to the Dean, for the tremendous amount of work she did to help prepare us for the visit by the Faculty Senate. I also want to thank our Senior Deans and especially our faculty, students and staff who hosted or guided tours. Thank you very much.

Review of the Children's Health Initiative

On Wednesday, April 3rd, the External Pediatric Advisory Committee visited the Lucile Packard Children's Hospital to review the progress of and developments in the Children's Health Initiative. Although the reports are still preliminary, I am pleased to say that the Committee was very impressed and pleased by the progress that has been made since the review that occurred approximately eighteen months ago. The Advisory Committee included Dr. Stephen Altschuler, President/CEO Children's Hospital of Philadelphia, Dr. Tom Boat, Chair of Pediatrics at Cincinnati Children's Hospital, Dr. Ralph Feigin, President of Baylor Medical College and Chair of Pediatrics at the Texas Children's Hospital, Dr. Doug Jones, Chair of Pediatrics at Denver Children's Hospital, and Larry McAndrews, President of the National Association of Children's Hospitals. The Committee reviewed the Center in Newborn Medicine (the Johnson Center), Heart Center, Cancer Center and Brain & Behavior. Also reviewed were the overall plans and

programs at Packard Children's Hospital, including their relationship to the School of Medicine.

Numerous faculty and staff worked incredibly hard to prepare for the visit and make it successful. I want to particularly thank Dr. Alan Krensky, Director of the Children's Health Initiative, Dr. Harvey Cohen, Chair of Pediatrics, Ms. Cynthia Haines and Ms. Bonnie Whalen. I also want to thank all who presented at the visit and, especially, the leadership of Mr. Chris Dawes, President and CEO of the Lucile Packard Children's Hospital. Special thanks also must go to the Lucile Packard Foundation for Children's Health for their tremendous support for LPCH and the School of Medicine.

Of course the official written reviews will be important and more definitive. But the informal report is highly encouraging and a testament to the progress that has been made in bringing LPCH to the forefront of pediatric medicine and research.

Report on the Annual Symposium for the Arts and Humanities Scholars Program

Dr. Julie Parsonnet, Senior Associate Dean for Medical Student Education, reports that the Arts and Humanities Scholars Program's annual symposium, "Medicine and the Muse", held on April 11th at the Cantor Visual Arts Center, was a tremendous success. According to Dr. Parsonnet, Deborah Kirklin, M.D., Director for the Centre for Medical Humanities at London Royal Free & University College Medical School, opened the symposium with a moving lecture on the interconnections between medicine and the humanities before a standing-room-only crowd. Stanford medical student participants in the Arts and Humanities Scholars Program then presented their original works in poetry, music, film, and other visual and computer-based media. It was an extraordinary display of our students' talents. Of note, many of the presenting students received funding for their work from the Arts and Humanities Scholars Program at the medical school.

Our thanks go to Audrey Shafer, M.D., of the Department of Anesthesiology, the Medical Student Steering Group (Sarah Bein, Dustin Bermudez, Kubinne Kim, Michelle Lai, Erica Metz, Shannon Moffett and Miriam Schultz) and to the Cantor Visual Arts Center for putting together this inspirational event.

Reappointment of Dr. Mary Lake Polan

I am pleased to inform you that Dr. Mary Lake Polan, Professor of Gynecology and Obstetrics, has agreed to serve an additional term as Chair of the Department of Gynecology and Obstetrics for the period September 1, 2002 to August 31, 2005.

Dr. Polan was appointed at Stanford in April 1990. Her areas of research are reproductive medicine and women's health care. Dr. Polan's research continually provides noteworthy insights into the biochemical mechanisms that control human fertility. She has served on a number of committees at the National Institutes of Health and the Institute of Medicine focusing on the future of women's health issues in this

country. This year she was elected to the Council of the IOM, giving further evidence of her national stature.

Dr. Polan is a valued colleague and citizen of the School. Please join me in extending best wishes to her as she continues in this important assignment. I am delighted that she will continue to serve Gynecology and Obstetrics, the School and the University in this important leadership position.

Community Day and Outreach Events

On Sunday, April 7th, Stanford hosted its first Community Day, inviting neighbors to visit the campus, attend lectures and participate in a variety of events. The Medical Center played a prominent role in this new program, featuring exhibits on the School of Medicine, Lane Library, Stanford Health Library, Lucile Packard Children's Hospital, Stanford Hospital & Clinics and Women's Health @ Stanford.

In addition, I gave a presentation entitled "Stanford Medicine: Past Present and Future", in which I reviewed the history of medical schools in the USA and Stanford specifically, the impact of research on medicine at the beginning of the 21st century, the role that Stanford has played in the areas of disease and bioscience, the paradoxical impact of health care finance on academic medical centers and Stanford specifically and the unique role that Stanford can play in medicine of the future – in research, education and clinical care.

I want to thank the outstanding support for Community Day that was provided by numerous members of the Medical Center Community. In acknowledging the contributions of those listed below, I recognize that I am likely missing other individuals who also volunteered at Community Day – and I naturally wish to extend my appreciation to those individuals as well.

Lane Library:

Kim Schwartz, Rikke Greenwald, John Halle, Roger Winkelman, Heidi Heilemann, Chris Stave, Pam Murnane

Lucile Packard Children's Hospital

Nancy Sanchez, Tony Norton, Terry O'Grady, Karen Porschet, Bonnie Gradstein, Felice Stonestrom, Jeri Kellond, Tashina Delisi, Judy Sorey, Diane Hughes, Bonnie Whalen, Sandra Gutknecht, Linda Todd, Rosa Maldonado, Pamela Bilz, Belinda Hernandez, Debbie Hennings, Nina Wixson, Barbara Pannoni, Susan Steakley, Alan Krensky, M.D.

Stanford Hospital & Clinics

Asian Liver Center: Ben King, Karen Wang, Jennifer Lee, Joy Chen, Haibinh Nguyen, Kristina Adachi, Stephanie Chao

Cancer Center: Erika Smith

Cardiac Services: Julie Shinn, Cindy Torrefiel, Kim Bollinger, Anna Maano, Deb Robinson, Kay Sparolini, May Wong, Nancy Dahlin, Linda Lee, Michelle Gould, Jane Borchers

Center for Integrative Medicine: Rose Ann Kushner, Jim Batterson

Community & Patient Relations: Teresa Reyna, Caryn Kunkle, Sylvia Dolce, Barbra Telynor, Francie Souza, Joan Raiter, Mildred Kent, Sarah Gruber, Jonathan Parkes, Lee Erman, Lenn Fechter, Joanne Alvarado, Sheila Kolby, Linda Whistler, Lyn Belingheri, Ellen Bond, James Bond, Jan Hepper, Charlotte Saponas, Joan Solari

Genetic Risk: Nicki Chun

Health Improvement Program: Marianne Champagne

Health Library: Nora Cain, Samantha Cain

Life Flight: Judi Wilson, Kathy Konicki, R.N., Jeffrey Pearman

Neurology: Henri Hamilton, Elizabeth Lee, Denise Ryan, Larry Jang

Physician Referral: Kathy Bettman, Sue Nikaido, Mary Dybdahl, Carol Rastrullo Stephanie Kemp, Teresa Sullivan

Rehabilitation Services: Kate Zimmerman, Prem Lalwani, Susie Quon, Yvonne Acosta

Surgery: Donna Adelman, Myriam, Curet, M.D., Yvonne Karanas, M.D.

Transplant Programs: Kathryn Gelman, Kim Standridge, Miriam Beinin, Karen Wayman

Trauma Service Janet Neff, Carol Thomsen, Karen Hoexter, Demetra Kokkinis, Grace Chen, Nora Brennan

Web Center: Tom Wilson, Katie Evans, Buffie Stark, Mattice Harris, Ed Gardner

Stanford Medical School Blood Bank

Michelle Gassaway, Jennifer Reczkowski, Diane Munkers

Women's Health @ Stanford

Ellen Lovelace, Jill Lazear, Linda Giudice, M.D.

In addition to the Community Day events, a weekend series of events was also held for the Stanford Associates Volunteers and Trustees. An address by President Hennessy was coupled with numerous presentations by faculty and university officials. I had the pleasure to participate in a panel discussion entitled the “Inside Scoop” that also included Sharon Long, Dean of the School of Humanities and Sciences and Robin Mamlet, Dean of Undergraduate Admissions and Financial Aid. The topic I addressed was “Stanford as a Model for Research Intensive Schools of Medicine: Challenges and Opportunities.”

These outreach programs to both our neighboring communities and our internal Stanford community are critically important. As the transitions in academic medicine continue to unfold, our ability to communicate with those who are beneficiaries of health care as well as with those who are impacted by the managed care revolution is enormously important. Our future success as a research intensive medical school will depend on the choices we make and the priorities we set. However, they will also be impacted by the important changes taking place in both the public and private sectors regarding health care finance and the rational delivery of healthcare. The more that we can inform and engage the public, the more likely we are to enlist them in advocating for changes that will improve the lives of current and future generations.

Board of Trustees: Update on the Strategic Plan

On Monday, April 8th, the Medical Center Committee of the University Board of Trustees met and welcomed Ms. Martha Marsh, who began as President & CEO of Stanford Hospital & Clinics on April 2nd.

I gave an update to the Medical Center Committee on the Strategic Planning retreat that took place in February and the plans that are now unfolding following the last nine months of planning and implementation. Specifically, I reminded the Committee of the Mission of the School of Medicine:

To be a premier research-intensive medical school that improves health through leadership and collaborative discoveries and innovation in patient care, education and research.

Based on this, we have determined that our defining character will include:

- Flexible, Informal and Non-Traditional Models for Education, Research, Clinical Programs, Faculty Activities, Administration & Organization
- Adaptability
- Translational Research and Medicine
- Focus on Quality and Excellence (Not Size)
- Commitment to Change
- Recognition of Resources Constraints

The Strategic Planning work completed to date, we have identified over 100 strategic initiatives and have now focused on a prioritized list that embraces each of our missions. Based on this, our most immediate goals will include:

Medical Student Education: The principles guiding transformation of the medical student education at Stanford have been defined and the necessary changes in curriculum re-engineering are being initiated; we are currently expecting to begin implementation in 2003. Committees to determine the essential core knowledge needed for all medical students as well as the review and delineation of “scholarly tracks” will occur during this next year. In tandem with curriculum change, the support for education and incentives for teaching are being defined and will be coupled with a major initiative to create an education endowment. Further, one of our most important needs and objectives is new facilities for education and library services; planning for our new Learning and Information Center is now beginning.

Graduate Student Education: The focus during the next year will be curriculum flexibility. We will also be evaluating the role of interdisciplinary programs in current and future training, working to increase the exposure of bioscience graduate students to clinical medicine, creating a career development center, and paying enhanced attention to increasing diversity in graduate student admissions. The need to improve facilities for education and learning will be included in the School’s plans for a new Stanford Learning and Information Center.

Postdoctoral Scholars: Recognizing that postdoctoral fellows/scholars include individuals in clinical training programs (approximately 20% of the total group) as well as postdocs who are continuing their research training and development, our objective is to assess the unique as well as shared needs of these two groups during this next year. In addition, compensation guidelines as well as delineation of the maximum duration of training will be established. Areas to be addressed also include expanding diversity, developing a career center, assessing and addressing housing needs, and critically reviewing the overall size of the postdoctoral scholar program.

Research: Recognizing that one of the most important overarching goals emanating from work to date relate to an emphasis on translational research and medicine as well as multidisciplinary initiatives, efforts are already underway to determine the resources needed to make clinical and translational research more robust. Similarly, changes in the operating budget are being worked on to facilitate greater multidisciplinary efforts and will be implemented in FY04. In order to determine key areas for investment, especially focused on translational research and medicine, a Research Retreat is planned for early Fall. A product of the Retreat will be defining new interdisciplinary areas for collaborative and translational research, building on the prototype model currently being explored around the Stanford Cancer Institute. To further enhance communications, a

Research Web Site has been launched and will be further developed during the year ahead.

Clinical Care: In parallel with the research efforts listed above, the clinical strategic plans for SHC and LPCH, separately and in relation to the School and Medical Center, will be finalized during the next months in conjunction with Hospital leaders and faculty. Here, focusing on what we can do best and what distinguishes us as “Stanford” will be important. Linking this plan to those in research and education, as well as to clinical program development and quality service, will be critical. In tandem with these efforts, faculty organization and practice plan development, for both SHC and LPCH, will be completed during this next year.

Professoriate: Major initiatives already underway are focused on faculty roles and responsibilities, addressing specifically the criteria for appointment and promotion for university tenure line and medical center line faculty (MCL). In particular, a review of the MCL criteria is nearing completion. Also underway is a review of the roles and responsibilities of staff physicians and voluntary clinical faculty in relation to teaching and education of students and trainees, a process that will also be completed this year. An ongoing initiative is improvement of diversity and career development among our faculty. Reports from the Committee on Women in Medicine and Science as well as the Committee on Faculty Diversity, both initiated late last year, have now been received and are under review. Details will follow.

Information Technology: The strategic planning process for IT is being initiated with the appointment of Dr. Henry Lowe as Senior Associate Dean for Information Resources and Technology. The role of IT in education, already well advanced under the leadership of Dr. Parvati Dev, Associate Dean for Learning Technologies, as well as in research, especially clinical and translational research, will be areas of focus. In addition the relationship of IT efforts within the School to that of the hospitals will be key and addressed by the appointment of a Hospital Chief Information Officer, who will work in partnership with the School. Finally, the future of the Lane Library will be an important aspect of the Strategic Plan on IT and will figure prominently into the Learning and Information Center we will be planning during the year ahead.

Finance and Administration: The underpinnings of our success in achieving our missions in education, research and clinical care depend heavily on our organization and the funds to support various initiatives. Accordingly, changes are underway to develop a new operating budget for the School (which will be the first time this has been done in more than 20 years) that will help facilitate our mission in education as well as interdisciplinary collaboration. Additional important changes will include a new reserves policy, and a departmentally-based strategic planning process. To help keep our planning mission on track, a new Office of Institutional Planning has been created.

Advocacy, Communication, Public Policy and Philanthropy: While many of the mission-based changes described above will occur within the Stanford community, their success also depends on public and private support. Important to our success will be a robust communication strategy, community outreach, enhanced government relations and ultimately, a Capital Campaign. With this in mind we will be establishing an Office of Government Relations within the School and we will seek to enhance our communications both within and outside the University. This will be further enhanced by establishing the Stanford Medicine Leadership Council, which will be completed during the months ahead and which will play a major role in the philanthropic campaign that will be launched to help assure the future success of the Stanford School of Medicine.

All of the areas and initiatives defined above are closely related and serve as the blueprint for our future. Summaries of our progress will continue to be reported in the Newsletter.

Hospital Update: Governing Council Reviews LPCH Service Payments

At the Governing Council on Friday April 12th, Dr. Ken Cox, Senior Associate Dean for Pediatric and Obstetric Clinical Affairs and CMO at LPCH, reviewed the service payments at LPCH and how decisions about them are made. Dr. Cox described the LPCH Executive Committee that is co-chaired by him and Mr. Chris Dawes, President & CEO at LPCH. The LPCH Executive Committee includes both Hospital and Faculty Leaders and meets biweekly to review clinical programs, budgets and funds flow issues. The LPCH Executive Committee serves as the final decision maker regarding hospital-physician resource allocation and program development.

In the area of Service Payments, Dr. Cox described the categories currently used (e.g., Essential Services, Fellow Support, Medical Direction, Program Development and Purchased Services) and delineated how funds in each of these categories are distributed among each of the clinical departments. He further indicated the support that LPCH provides for clinical operations based on the challenges in reimbursement from MediCal and the requirements of the California Children's Services. Finally, he reviewed how the funds from the Children's Health Initiative (CHI – see above) further help to support both the sustainability of programs as well as investments that will help achieve preeminence in key areas such as Newborn Medicine/Obstetrics (Johnson Center), the Heart Center, Cancer Center, Pulmonary and CF Center, Transplantation and Tissue Engineering, and Brain and Behavior Center. Dr. Cox also reviewed the CHI support that will be directed in the years ahead to Cores (e.g., Information Technology, Imaging, Biotechnology, Clinical Research, Health Policy, Prevention & Outcomes) as well as to the support of regional programs of excellence, critical clinical programs, facilities and education and training. The relationships between these various sources of support for the clinical, education and research missions of LPCH and the School of Medicine's efforts in pediatrics are important and will require careful management and judicious strategic investments during the next decade.

Congratulations to Dr. Linda Giudice

On April 2nd, family, friends and colleagues gathered to celebrate the appointment of Dr. Linda Giudice as the first incumbent of the Stanley McCormick Memorial Professorship in the School of Medicine. Dr. Giudice is internationally recognized for her research in human implantation and reproductive endocrinology and has been a member of the Stanford faculty since 1987. She received her Ph.D. from UCLA, her M.D. from Stanford and carried out her postdoctoral work at the Rockefeller University and the NIH. Dr. Giudice is the author of more than 200 original articles, reviews and book chapters, has trained more than 50 fellows and students and has received honors and awards for her work. She is the President-elect of the Society for Reproductive Endocrinology and also serves as the director of Women's Health @ Stanford, a multidisciplinary program designed to provide comprehensive health services to women across their lifespan. Her outstanding contributions in research, education, clinical care and patient advocacy make her the ideal first holder of the Stanley McCormick Memorial Professorship.

I am also pleased to announce that Dr. Giudice was selected as a Fellow by the Hedwig van Ameringen Executive Leadership in Academic Medicine (ELAM) Program for Women, a very competitive program of excellence for women in academic medicine.

Please join me in congratulating Dr. Giudice.

Appointments and Promotions

I am very pleased to announce the following appointments and promotions to our School of Medicine faculty:

- **Sandy A. Napel** has been appointed Associate Professor of Radiology and, by courtesy, of Electrical Engineering, also appointed Associate Professor, by courtesy, of Medicine (Medical Informatics), 6/1/01-5/31/04

Congratulations.