

Dean's Newsletter

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Table of Contents

Holiday Wishes

Translating Discoveries: The 2002 Annual Report of the Stanford School of Medicine Strategic Plan

Material Transfer Agreements

Special Thanks

Announcement

Appointments and Promotions

Holiday Wishes

I want to extend to each of you my very best wishes for the Holidays and New Year. It has been a privilege to have served you and the Stanford community during this past year (my first full calendar year) and I look forward to many more years of collaboration and partnership. I hope in particular that you have a Happy Holiday Season and New Year.

Translating Discoveries: The 2002 Annual Report of the Stanford School of Medicine Strategic Plan

The year 2002 began with the compilation of our Strategic Plan for the Stanford University School of Medicine. By now all of the faculty in the School should have received "Translating Discoveries", which details the strategic plan and crafts a road map for the future of Stanford Medicine. This represents the first attempt by the Medical School in over 30 years to establish a shared and compelling vision of its future and a systematic and comprehensive plan to achieve that vision. Coming at a time of profound change in academic medicine and the biomedical sciences, and during a period of severely constrained resources across the University and Medical Center, the strategic plan provides the school with a critical guide for helping to define the future of academic medicine.

The essence of the Medical School's strategic plan is captured in the school's mission statement, "*To be a premier research-intensive medical school that improves health through leadership and a collaborative approach to discovery and innovation in patient care, education, and research.*" Among the key elements in this statement are leadership, collaborative discovery and innovation that will impact on our core missions in clinical care, research, and education. We believe that this will emerge largely through our focus on translational research and on medicine that brings together basic and clinical scientists to improve health, better educate our medical and graduate students, and develop novel approaches to research.

In addition to the published version of “Translating Discoveries,” an executive summary and a full text version of the strategic plan can be viewed and downloaded from the strategic plan website at <http://medstrategicplan.stanford.edu/>. This will of course be updated on a regular basis in the months and years ahead.

It is important to recognize that some of the goals and accomplishments defined below are directly related to the strategic plan, whereas others are natural extensions of our regular operations. Understandably there is a natural blending of what we are currently doing and what will drive our agenda in the years ahead. It is also important to note that the inclusions are selected from a larger list of operational and strategic initiatives and accomplishments. Most importantly, these goals and accomplishments are the result of hundreds of hours of work by faculty, staff and students. I am indebted to one and all for helping to make Stanford a better medical school.

In addition to the programmatic planning that embodies our Strategic Plan, we have also been very much engaged in long-range facility planning within the School and Medical Center and in relation to the University. An important aspect of this involves developing our facilities master plan not only for the next decade but for the 10-30 years that follow.

MEDICAL EDUCATION

The strategic plan for Medical Education affirms the school’s commitment to excellence in the clinical training of medical students through curriculum reform and student scholarship and innovation. The most significant Medical Education strategic plan activities in 2002 involved the initiation of a comprehensive curriculum reform effort and the initiation of the Medical School’s project for new educational facilities.

In addition, during 2002 significant progress was achieved on a number of key Medical Education goals and initiatives. These include:

Goal #1: To recruit, admit and retain a diverse group of students destined to become innovators in medicine and closely related disciplines.

- The Medical School Faculty Senate and Executive Committee approved changes to faculty involvement in the applicant interview and evaluation processes. These changes will help to ensure that our best applicants are identified and that they are left with a positive impression of the Medical School.
- An initial review of the school’s applicant evaluation criteria was undertaken in light of anticipated curriculum revisions.

Goal #2: To foster and facilitate teaching, advising and mentoring among our faculty.

- Under the direction of the Senior Associate Dean for Medical Education, a “Teaching Incentives Committee” was established. This committee will develop specific recommendations for incentives programs to improve faculty teaching and pedagogy.

- The Medical School Executive Committee approved the development of a departmental planning process that will ensure the explicit recognition of education as an essential element of each department's mission.

Goal #3: To ensure a rigorous and robust curriculum that assures outstanding clinical skills and promotes in-depth scholarship.

- In conjunction with the Medical School Faculty Senate and the Committee on Courses and Curriculum, *ad hoc* Dean's committees on the "Core Curriculum" and "Scholarly Tracks" were established. Through these committees, the Medical School began the development of a new medical curriculum based on the realignment, resequencing, and improved integration of basic and clinical education and on the introduction of "scholarly tracks" as a new essential element of student scholarship. We anticipate that the first significant change in the medical student curriculum will commence in the Fall of 2003.
- A new medical student pre-differentiation program was proposed and approved, allowing new students an early opportunity to explore the scholarly and curricular opportunities of the reformed curriculum.
- The Medical School began the process of developing new educational facilities by establishing an executive committee for the Stanford Medical Information and Learning Environment (SMILE) project. Separate programming committees were also established and activated in the areas of Instruction and Learning Technology, Lane Library and Information Services Technology Infrastructure, Student Services, Student Amenities, Public and Event Spaces, and Dean's Office.

Goal #4: To promote opportunities for community service and patient advocacy.

- A joint Committee on Community and Public Service was established through the Dean's Office to develop recommendations for a comprehensive Medical School program.

Goal #5: To provide support for a successful transition to a career in academic medicine.

- Discussions were initiated between the Medical School Dean's Office, Department Chairs, and Hospital management regarding the missions, programs and management of residency and fellowship programs.
- The annual "Dean's Letter" was revised to provide residency programs with more informative assessments of student skills and performance.

GRADUATE EDUCATION

The strategic plan for Graduate Education affirms the school's continuing commitment to an interdisciplinary approach to graduate education and to the school's responsibility to prepare its students for careers in science. The most significant Graduate Education strategic plan activities in 2002 involved the initiation of a new graduate student recruitment and career counseling programs.

In addition, during 2002 significant progress was achieved on a number of key Graduate Education goals and initiatives. These include:

Goal #1: To ensure that biosciences students are the highest-quality students available and that they are offered an unsurpassed quality, depth and breadth of graduate research opportunities.

- A new position of associate director for graduate student recruitment was created and filled by Ms. Kimberly Griffin. Included within this position's responsibilities is the development of effective programs to support the recruitment of under-represented minorities to Stanford.
- To ensure that their educational facilities needs are met, biosciences graduate education programs representation was included in the SMILE project executive committee and in the separate programming committees.
- Graduate student housing opportunities were enhanced through the increased allocation of Stanford West units to graduate student populations.
- Graduate student childcare program enhancements were developed and recommended to the University for future implementation.

Goal #2: To provide high quality training programs that feature innovative, multi-disciplinary and student-initiated course offerings.

- A joint School of Medicine-School of Engineering Department of Biomedical Engineering was approved by the University Trustees in June, 2002. A joint graduate program and undergraduate program will unfold over the course of the next 2-3 years.

Goal #3: To provide and encourage opportunities for scientific interchange and student-initiated cross-disciplinary training and to provide continued individualized guidance for each student's research and education.

- A new graduate student pre-differentiation program was approved, allowing new students an early opportunity to explore the breadth and diversity of graduate program offerings through the Fall Forum: *Pre-differentiation in the Biosciences*.

Goal #4: To provide support to optimize opportunities for further training and a successful transition to a career in the biosciences.

- A new joint biosciences and postdoctoral professional outreach center was approved, providing graduate students with career counseling support by knowledgeable professional staff.

POSTDOCTORAL TRAINING

The strategic plan for Postdoctoral Training reaffirms the school's continuing commitment to supporting and facilitating the development of postdoctoral scholars into independent scientists while acknowledging the critical role that postdoctoral scholars play in the medical school's success. Key to the continued success of the Medical School's Postdoctoral Training programs is renewed attention to the economic environment of postdoctoral training. The most significant Postdoctoral Training strategic

plan activities in 2002 involved enhancement to postdoctoral scholars' compensation programs and new institutional guidelines for training program quality.

In addition, during 2002 significant progress was achieved on a number of key Postdoctoral Training goals and initiatives. These include:

Goal #1: To ensure that the intellectual, research and work-life environments at Stanford attract and retain the highest quality postdoctoral scholars.

- A revised minimum compensation scale was implemented, providing significant compensation increases for most postdoctoral scholars, particularly those in the early years of their training.
- Substantial postdoctoral scholars benefits plan enhancements including disability life insurance and dental insurance benefits adopted.
- Postdoctoral scholars childcare program enhancements were recommended to the University for future implementation.
- A postdoctoral scholars' housing subsidy program was recommended to the Dean's Office for future implementation.

Goal #2: To recognize the contributions of postdoctoral scholars to the success of the University's research and teaching missions.

- The Provost approved the designation of "Postdoctoral Scholar" for all postdoctoral trainees.
- A Dean's committee was proposed to address the issues of program curriculum, quality, accountability and support for clinical fellows.

Goal #3: To provide postdoctoral scholars with an appropriate balance of freedom and support.

- A new policy establishing a maximum duration of training of five years for the Medical School's postdoctoral scholars (except for clinical fellows) was approved.
- The Medical School adopted the COSEPUP guidelines for postdoctoral mentoring.
- Staffing enhancements in the Office of Postdoctoral Affairs were approved in order to provide added support for the effective communication and dissemination of information on training program and educational opportunities.

Goal #4: To provide support for postdoctoral scholars to pursue the career paths of their choice.

- A new joint biosciences and postdoctoral professional outreach center was approved, providing postdoctoral scholars with career counseling support by knowledgeable professional staff.

RESEARCH PROGRAMS

The strategic plan for Research Programs recognizes the critical role of unique investigator-initiated research in tandem with collaborations and interdisciplinary programs in successful pursuit of new scientific areas. It also acknowledges the Medical School's resource limits and supports the more efficient allocation of research resources.

The most significant Research Programs strategic plan activities in 2002 involved the development of guidelines for the creation of Medical School Institutes and the development and organization of data on the school's research resources.

In addition, during 2002 significant progress was achieved on a number of key Research Programs goals and initiatives. These include:

Goal #1: To ensure scientific excellence, innovation, and leadership through the recruitment and retention of outstanding faculty.

- Policies for the reassignment by the Dean's office of space to be vacated by Clark Center faculty were established and communicated.
- An inventory of Medical School "Centers" and other non-traditional academic units developed.
- Guidelines for the establishment of "Institutes" at the Medical School were developed and will be presented to the School's Executive Committee in January.
- A faculty demographic model forecasting future faculty turnover and recruitment opportunities was developed.

Goal #2: To be a world-leader in the translation of knowledge and scientific innovation to clinical applications.

- An inventory of all existing research core facilities and associated financial support and conducted a user survey to evaluate satisfaction and future needs was developed.
- "Translational Research and Medicine" was established as a dominant consideration in founding new Institutes. On December 10th we announced the formation of the Stanford Institute for Cancer/Stem Cell Biology and Medicine with Dr. Irv Weissman as the Director and Dr. Karl Blume as the Associate Director for Clinical Investigation. This Institute is being initiated with a founding gift of \$12M from an anonymous donor. This new Institute attracted considerable attention in the national media this past week.

Goal #4: To identify and foster strong interdisciplinary research efforts based on individual disciplinary strengths.

- Website design and redesign were initiated to better communicate faculty research interests and Medical School research initiatives.

CLINICAL PROGRAMS

The strategic plans for both the Adult and the Pediatric and Obstetric Clinical Programs recognize the critical role a robust, efficient, flexible and financially sound clinical practice plays in the success of the Medical School's education, research and clinical care missions. Clinical Programs strategic plan activities in 2002 addressed the fundamental issues of faculty practice organization and faculty physician staffing. It is also important to underscore that planning in this area requires a special alignment with the hospitals. Of these, Stanford Hospital & Clinics underwent new leadership this past

year when Martha Marsh became President and CEO on April 2nd. It is anticipated that even more robust clinical planning will unfold during the next year.

Important goals achieved for 2002 include:

- Continued collaborative development of a formal faculty practice organization for Pediatric and Obstetric services under the leadership of Dr. Ken Cox, Senior Associate Dean for Obstetric and Pediatric Clinical Affairs. Our intent is to implement this organization in early 2003
- The “Council of Clinical Chairs” was established with SHC to provide advice and support by the clinical faculty leadership to institutional clinical initiatives. This committee is co-chaired by Dr. Norm Rizk, Senior Associate Dean for Clinical Affairs and Mr. Mike Peterson, Chief Operating Officer, SHC.

ACADEMIC AFFAIRS

The strategic plan for Academic Affairs (the Professoriate) addresses the need to create and maintain a unified community of faculty that is able to support with excellence the broad range of academic responsibilities associated with the Medical School’s goals in education, translational research, and medicine. Academic Affairs strategic activities in 2002 were focused largely on the necessary revisions to the Medical School’s professoriate.

In addition, during 2002 significant progress was achieved on a number of key Academic Affairs goals and initiatives. These include:

Goal #1: To promote a professoriate that values equally the activities and contributions of all scholars, including researchers, educators and clinicians.

- A revised structure for the Medical School’s professoriate based on the functional roles of Educator, Investigator, Clinician/Investigator, and Clinician/Educator and Voluntary Clinical Educator was implemented.
- Revised and clarified appointment and promotion criteria for faculty in the Non-tenure line (Research) and Non-tenure line (Teaching) were implemented.
- Revised and clarified appointment and promotion criteria for Lecturers and Staff Physicians were implemented.

Goal #2: To support the continued professional growth of each faculty member through clear faculty role definitions and focused and effective career development programs.

- The development of a Medical School protocol for career development, goal setting and tracking for assistant and associate professors was initiated.
- Discussion with the University’s Office of Training and Organizational Development to develop a program for faculty as managers was initiated.

Goal #3: To maintain effective programs of future faculty development and outreach that recognizes the value to the medical school’s mission of a diverse faculty across all ranks.

- The Dean's Committee on Women in Medicine and Science was established.
- The Dean's Committee on Faculty Diversity was established.
- The Dean's Joint Committee on Community and Public Service was initiated.

INFORMATION RESOURCES AND TECHNOLOGY

Following the Spring 2002 appointment of Dr. Henry Lowe as the Medical School's Senior Associate Dean for Information Resources and Technology, an IRT strategic planning group was established. The resulting IRT Strategic Plan outlines a comprehensive program for collaborative and local efforts and investments in IRT resources. Among the most noteworthy of the initiatives proposed in the IRT Strategic Plan are:

- Establish a joint School of Medicine, University, and Hospital information technology planning process to ensure that IT initiatives and architecture are interoperable and complementary.
- Develop a secure, standards-based wireless network for the School of Medicine that integrates with the wireless infrastructure of the University and the Hospitals.
- Develop a secure, Web-based intranet, supporting single sign-on, authentication and digital signature, to support the administrative, clinical, research, and educational needs of the School of Medicine.
- Promote and support the development of high-performance computing and network resources for Medical School users.
- Develop, in collaboration with the hospitals, a standards-based, large-scale clinical research data repository that will serve as a single point of secure access to integrated clinical research data.
- Develop a secure infrastructure using the School's data center, security, network and database initiatives to support the School of Medicine's translational research mission, including clinical trials data acquisition and management.
- Develop and implement a Learning Technologies Strategic Plan that integrates with the overall information technology strategic plan for the Medical School.
- Develop and implement a Biomedical Library Strategic Plan that integrates with the overall information technologies strategic plan for the School.
- Develop collaborative mechanisms to ensure that University and Hospital information systems meet the School's needs, offer high quality service, and integrate well with the School's IT infrastructure.

FINANCE AND ADMINISTRATION

The strategic plan for Finance and Administration fosters and reinforces the role of the administrative staff as partners with the faculty and students in the pursuit of the Medical School's mission. Finance and Administration's strategic activities in 2002 were focused largely on the continuous alignment of the administrative structure and financial mechanisms to the needs of the school's mission-based activities.

In addition, during 2002 significant progress was achieved on a number of key Finance and Administration goals and initiatives. These include:

Goal #1: To create a responsive administrative organization that effectively provides the resources, infrastructure and incentives required to support the School's education, patient care and research activities.

- The breadth and diversity of non-traditional academic units within the Medical School were surveyed and documented.
- A Dean's committee was initiated to develop recommendations for revisions to the Medical School's Operating Budget allocation methods.

Goal #2: To ensure the optimum utilization of the School's resources.

- A Medical School Office of Institutional Planning was created to develop and manage a continuous planning and evaluation function.
- The development of a departmental planning process was approved to augment the Medical School strategic plan and to replace the departmental review process. This planning process is currently being assessed in conjunction with the Department of Medicine.

Goal #3: To ensure that administrative decisions and processes are understood by those affected.

- The development of a Finance and Administration website was initiated.

Goal #5: To continuously promote a culture that clearly recognizes and values the role of staff as partners in the success of the School's core missions.

- A staff seminar series was initiated to better connect the school's administrative staff to its mission. The first such session was held on December 4th and was led by Dr. James Nelson, Senior Associate Dean for Graduate Education and Postdoctoral Affairs.

ADVOCACY, PUBLIC POLICY AND PHILANTHROPY

The strategic plan for Advocacy, Public Policy and Philanthropy establishes a new and prominent role for the School of Medicine as a national leader and advocate on issues germane to academic medicine. Advocacy, Public Policy and Philanthropy's strategic activities in 2002 were focused on the development of a medical school expertise in government relations and on the conceptual development of the medical school's needs within the broader University context.

In addition, during 2002 significant progress was achieved on a number of key Advocacy, Public Policy and Philanthropy goals and initiatives. These include:

Goal #1: To communicate the medical school's excellence and accomplishments in education, patient care and research.

- The Medical School's strategic plan was published and broadly distributed.
- A new communication strategy for the medical school based on the priorities and needs of the strategic plan was developed.

Goal #2: To advance the mission of the School of Medicine by maximizing the generation of private philanthropic support.

- A conceptual estimate was developed for the objectives and costs of a Medical School campaign. The coordination of this plan with Stanford Hospital & Clinics, Lucile Packard Children's Hospital, Lucile Packard Foundation for Children's Health and the University was begun, with the goal of developing an integrated strategy for 2003.

Goal #3: To actively engage the public to foster an appreciation for the importance of academic medicine to the health of the community and the nation.

- A Medical School Office of Government Relations was established with a recruitment nearly completed at the time of this report.

CONCLUSION/SUMMARY

During 2002 we have made progress in establishing a road map for Stanford Medicine under the banner of Translating Discoveries. Equally importantly, we have made progress in implementing some of these strategies. At the same time, there remains an enormous agenda to fulfill during the next year and those that lie ahead. But each step should bring us closer to fulfilling our mission as a *premier research-intensive medical school that improves health through leadership and a collaborative approach to discovery and innovation in patient care, education, and research.*

Again, I want to thank the enormous number of individuals who have worked to bring the Strategic Plan to its current stage – and, of course, the even greater number who will help us fulfill in the years ahead.

Material Transfer Agreements

I would like to inform you that effective immediately, all Stanford personnel who wish to share human tissue or blood products with an individual or organization outside of the university must do so using a Material Transfer Agreement (MTA). There should be a brief scientific justification for the sharing of material provided with the MTA. Exchange of tissue or blood products for remuneration is not a sufficient justification. For additional information on how to complete an MTA, contact the Office of Industrial Contracts in the Office of Technology Licensing (OTL) or go to the website at <http://otl.stanford.edu/industry/resources.html>.

Special Thanks

The Dean's Office would like to acknowledge and thank the Web & Multimedia Services of the Medical School's MedIT division for their assistance, technical abilities and guidance in publishing and distributing the Dean's Newsletter. Their lead web designer, Kevin Boyd, has been especially helpful in all aspects of producing the Newsletter.

Announcement

Pay Library Fines with Food Donations: The Lane Medical Library is accepting food for unpaid fines through December. Donations will go to the Second Harvest Food Bank. The Library will accept non-perishable foods, e.g.: powdered milk, peanut butter, pasta, tuna, cereal, canned foods (stew, chili, soup), and 100% fruit juices (in single serving boxes). No glass or perishable items, please. The Library will award \$1.00 credit for each donated item. The Library will gladly accept food donations from patrons without fines as well. Donations will go to the Second Harvest Food Bank.

Appointments and Promotions

- **Paul Khavari** has been promoted to Professor of Dermatology, effective 1/1/2003.
- **Norman Silverman** has been appointed as Professor of Pediatrics (Pediatric Cardiology) at the Lucile Salter Packard Children's Hospital, 1/1/2003 to 12/31/2007

Congratulations!