

Dean's Newsletter

March 22, 2010

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A Beginning for Health Care Reform

Sunday, March 21st witnessed a historic vote in the Congress for healthcare reform. While a couple of months ago I personally felt that the current legislation fell short of expectations, the prospect of no progress at all was more than daunting. Thus, I am happy to see at least a beginning of healthcare reform underway. I am also pleased that a number of physician groups offered their support for the House Reconciliation Bill. Of particular note, this past week the Association of American Medical Colleges (I am on the Board of Directors for the AAMC) formally offered its support for the healthcare reform legislation. So too did the Association of Academic Health Centers (I am the Chair of its Board of Directors). I am pleased that our academic enterprise formally expressed support even though I am well aware that individual members have varying concerns about the current legislation. But it is a beginning, although with lots more to do before we get to the end. At least that is something to be grateful for!

Match Day Results 2010

On Thursday, March 18th 93 medical students who will graduate this June received the news of their "Match" from the National Residency Matching Program (NRMP). Each year medical students planning to begin their residency submit their ranked list of choices to the NRMP. Similarly, residency programs provide their ranked list of selected applicants to the NRMP. Using an algorithm that favors student choice, the "Match List" is generated and announced to students and programs at the same time (corrected for time zone) around the world. Our students received their "Match" results at 10 a.m. in a ceremony held in our new Li Ka Shing Center for Learning and Knowledge (LKSC). It is wonderful that this was the first official function held in the LKSC – which will not fully open until this summer.

This year some 16,000 students graduating from allopathic schools in the United States applied to the NRMP to participate in the 2010 Match. In addition, 10,941 students and graduates of international medical schools participated in the Match. Also, 2,045 graduates of osteopathic schools and 1,356 previously graduated MDs also participated, bringing the total number of match applicants to 30,543. The number of available positions included 22,809 residency slots and 2,711 second year residency positions.

Overall, Internal Medicine and Pediatrics saw increases in the number of positions filled by US medical school applicants. As in past years, some residencies continue to be among the most competitive, including Neurological Surgery, Orthopaedic Surgery, Dermatology and Otolaryngology. Of our 93 participating students, approximately 40% are graduating after 4 years of medical school, 40% will have done 5 years, and the remainder six or more years (most of these doing combined degree programs). Eight areas of residency training account for 67% of our graduates. These include Pediatrics (14 students, although 2 will pursue Pediatric Neurology), Internal Medicine (12 students), Dermatology (7 students), Orthopaedic Surgery (7 students), Radiology (6 students), Ophthalmology (6 students), Psychiatry (5 students) and Emergency Medicine (5 students). Three students each Matched in Obstetrics/Gynecology, General Surgery, Anesthesiology, Otolaryngology, Neurology, Neurosurgery or Pathology. Two students each Matched in Radiation Oncology, Family Medicine or Plastic Surgery. And one student each Matched in Urology or Physical Medicine and Rehabilitation.

Nine programs were Matches for two or more of our students: 23 Matched at a Stanford Program, 15 in a Harvard program (the MGH, Brigham & Women, Children's Boston, Beth Israel-Deaconess), 7 at Johns Hopkins, 7 at UCSF, 4 at Columbia/Cornell programs, 3 at U Penn, 3 at UCSD, 2 at UCLA and 2 at U. Washington. All told, roughly 75% of our 2010 graduates will be in either California or Massachusetts!

With that broad overview, here is the 2010 Match List:

Stanford University School of Medicine 2010 Residency Match Results

<i>Agulnik, Asya</i>	Childrens Hosp Boston-MA	Peds-Primary/BMC
<i>Aillaud Manzanera, Marissa</i>	Stanford Univ Progs-CA	Pediatrics
<i>Airan, Raag Dar</i>	Washington Hosp Ctr-DC	Medicine-Preliminary
	Johns Hopkins Hosp-MD	Rad-Diag/Research
<i>Andermann, Tessa</i>	Stanford Univ Progs-CA	Internal Medicine
<i>Baras, Jacqueline</i>	Stanford Univ Progs-CA	Internal Medicine
<i>Bartos, Jason</i>	Stanford Univ Progs-CA	Internal Medicine
<i>Batra, Sonny</i>	Hosp of the Univ of PA	Radiation Oncology

<i>Brenner, Jacob Samuel</i>	Stanford Univ Progs-CA	Internal Medicine
<i>Butts, Carmen Ginay</i>	UC Davis Med Ctr-CA	Family Medicine
<i>Caballero, Jorge Alejandro</i>	Santa Clara Valley MC-CA	Transitional
<i>Cahoy, John</i>	Johns Hopkins Hosp-MD	Orthopaedic Surgery
<i>Chan, Trevor Chufay</i>	Kaiser Perm-Santa Clara-CA	Medicine-Preliminary
	Stanford Univ Progs-CA	Anesthesiology
<i>Chao, Daniel Lee</i>	Santa Clara Valley MC-CA	Transitional
	Univ of Miami/Bascom Palmer-FL	Ophthalmology
<i>Chen, Ian Ying-Li</i>	Stanford Univ Progs-CA	Internal Medicine
<i>Chock, Monika Kimberley</i>	Santa Clara Valley MC-CA	Transitional
	Stanford Univ Progs-CA	Dermatology
<i>Chua, Ian</i>	Stanford Univ Progs-CA	Pediatrics
<i>Clark, Bennett William</i>	Johns Hopkins Hosp-MD	Internal Medicine
<i>Crowell, Andrea Leah</i>	Emory Univ SOM-GA	Psychiatry
<i>Czechowicz, Josephine Ann</i>	Stanford Univ Progs-CA	Otolaryngology
<i>Deshmukh, Swati Devendra</i>	B I Deaconess Med Ctr-MA	Medicine-Preliminary
	Johns Hopkins Hosp-MD	Radiology-Diagnostic
<i>Dingman, Andra Lee</i>	U Colorado SOM-Denver-CO	Pediatrics
	U Colorado SOM-Denver-CO	Child Neurology
<i>Doan, Thuy Anh</i>	Santa Clara Valley MC-CA	Medicine-Preliminary
	Univ of Washington-WA	Ophthalmology
<i>Duke , Crystal</i>	Univ of Chicago Med Ctr-IL	Pediatrics
<i>Eichstadt, Shaundra Lana</i>	Stanford Univ Progs-CA	Plastic Surgery (Integrate
<i>Forfota, Chantal Veronique</i>	San Mateo Behavrl Hlth/Recvry Svcs-CA	Psychiatry
<i>Fredericks, Carolyn Anne</i>	Stanford Univ Progs-CA	Medicine-Preliminary
	Johns Hopkins Hosp-MD	Neurology
<i>Garcia, Debra Elena</i>	Denver Health Med Ctr-CO	Emergency Medicine
<i>Gomes, Carly Isabel</i>	NYP Hosp-Columbia U Med Ctr-NY	Pediatrics
<i>Hammer, Mark</i>	Albert Einstein Med Ctr-PA	Transitional
	Barnes-Jewish Hosp-MO	Radiology-Diagnostic
<i>He, Lingmin</i>	Santa Clara Valley MC-CA	Medicine-Preliminary
	Stanford Univ Progs-CA	Ophthalmology

<i>Higgins, Luke James</i>	Harbor Hospital Ctr-MD	Transitional
	Johns Hopkins Hosp-MD	Rad-Diag/Research
<i>Hoang, Stanley T</i>	Stanford Univ Progs-CA	Neurological Surgery
<i>Hsu, Mark</i>	Stanford Univ Progs-CA	Urology
<i>Hwang, Cindy H</i>	Stanford Univ Progs-CA	Medicine-Preliminary
	Oregon Health & Science Univ-OR	Anesthesiology
<i>Irani, Afraaz</i>	Palmetto Health Richland-SC	Orthopaedic Surgery
<i>Isaza, Natalia</i>	Stanford Univ Progs-CA	Pathology
<i>Jaiswal, Siddhartha</i>	Massachusetts Gen Hosp-MA	Pathology
<i>Johnston, Emily Elizabeth</i>	Stanford Univ Progs-CA	Pediatrics
<i>Kalani, Maziyar Arya</i>	Stanford Univ Progs-CA	Neurological Surgery
<i>Kamdar, Nirav Vikram</i>	Stanford Univ Progs-CA	Medicine-Preliminary
	Massachusetts Gen Hosp-MA	Anesthesiology PG 2-4
<i>Kattah, Michael George</i>	Brigham & Womens Hosp-MA	Internal Medicine
<i>Ke, Michael Chinwen</i>	Stanford Univ Progs-CA	Med Prelim/Neurology
	Stanford Univ Progs-CA	Neurology
<i>Keuroghlian, Alex Sogomon</i>	Massachusetts Gen Hosp-MA	Psychiatry
<i>Kohlberg, Gavriel David</i>	NYP Hosp-Columbia & Cornell-NY	Otolaryngology
<i>Lane, Brooke</i>	Brigham & Womens Hosp-MA	Path(AP only & comb AL
<i>Lin, Steven Yu-Ta</i>	O'Connor Hospital-CA	Family Medicine
<i>Lunn, Mitchell Ryan</i>	Brigham & Womens Hosp-MA	Internal Medicine
<i>Michalski, Mark Heinz</i>	St. Mary's Hospital/UCSF-CA	Internal Medicine
<i>Montez, Kimberly Gayle</i>	UC San Diego Med Ctr-CA	Pediatrics
<i>Morelos, Melissa De La Mora</i>	UC San Diego Med Ctr-CA	Pediatrics
<i>Morgan, Jayson Allen</i>	UC San Francisco-CA	Internal Medicine
<i>Mori, Matthew C</i>	Mass Eye and Ear Infirmiry-MA	Otolaryngology
<i>Moss, Jason Matthew</i>	UC Irvine Med Ctr-CA	Medicine-Preliminary
	SUNY-Downstate-NY	Ophthalmology
<i>Nelson, Sarah Elizabeth</i>	Lahey Clinic-MA	Med Prelim/Neurology-T
	Tufts Medical Center-MA	Neurology
<i>Ng, Jacqueline Ka-Wan</i>	Santa Clara Valley MC-CA	Transitional
	Oregon Health & Science Univ-OR	Ophthalmology

<i>Obedin-Maliver, Juno</i>	UC San Francisco-CA	Obstetrics-Gynecology
<i>Ogunrinade, Olakunle</i>	Memorial Sloan-Kettering-NY	Transitional
	NYP Hosp-Weill Cornell Med Ctr-NY	Dermatology
<i>Ortiz-Rubio, Paulina</i>	Childrens Hosp Boston-MA	Peds/Childrens Hosp
<i>Ozowara, Larry U</i>	NYP Hosp-Columbia Univ Med Ctr-NY	Psychiatry
<i>Palm, Erin Ann</i>	Stanford Univ Progs-CA	General Surgery
<i>Paniagua, Ricardo</i>	U Massachusetts Med School-MA	Medicine-Preliminary
	U Texas Southwestern MC-Dallas-TX	Dermatology/Dallas
<i>Peraza, Joe Sixto</i>	U Arizona/UPHK GME Consortium-AZ	Emergency Medicine
<i>Plant, Ashley Serene</i>	UCLA Medical Center-CA	Pediatrics
<i>Pollitt, Ricardo Alberto</i>	Colorado Health Foundation-CO	Transitional
	UC San Francisco-CA	Dermatology
<i>Pouliot, Michael Andrew</i>	Stanford Univ Progs-CA	Orthopaedic Surgery
<i>Pretz, Jennifer Lee</i>	Massachusetts Gen Hosp-MA	Medicine-Preliminary
	Brigham & Womens Hosp-MA	Radiation Oncology
<i>Prickett, Adam</i>	Kaiser Perm-Santa Clara-CA	Medicine-Preliminary
	Univ of Illinois-Chicago-IL	Ophthalmology
<i>Pricola, Katie Lynn</i>	Massachusetts Gen Hosp-MA	Neurological Surgery
<i>Ray, Jeremiah Wayne</i>	U Utah Affil Hospitals-UT	Emergency Medicine
<i>Rios, Eon Joseph</i>	Santa Clara Valley MC-CA	Medicine-Preliminary
	Stanford Univ Progs-CA	Dermatology
<i>Saber, Sepideh</i>	Einstein/Montefiore Med Ctr-NY	Surg-Prelim/Plastic Surg
	Einstein/Montefiore Med Ctr-NY	Plastic Surgery
<i>Shah, Sumit Anil</i>	UC San Francisco-CA	Internal Medicine
<i>Shin, David Sunwoong</i>	Kaiser Perm-Santa Clara-CA	Medicine-Preliminary
	U Washington Affil Hosps-WA	Radiology-Diagnostic
<i>Silva, Richard</i>	UC San Diego Med Ctr-CA	Pediatrics
<i>Simon, Peter John</i>	UC San Francisco-CA	Pediatrics-Primary
<i>Singh, Maneesh Hakam</i>	Hosp of the Univ of PA	Internal Medicine
<i>Slikker, William</i>	Rush University Med Ctr-IL	Orthopaedic Surgery
<i>Soskin, Philippa Naomi</i>	UC San Francisco-CA	Emergency Medicine
<i>Sridhar, Meera</i>	UC San Francisco-CA	Obstetrics-Gynecology

<i>Tenforde, Adam Sebastian</i>	Kaiser Permanente-Oakland-CA Stanford Univ Progs-CA	Medicine-Preliminary Phys Medicine & Rehab
<i>Tsai, Thomas Chen-Chia</i>	Brigham & Womens Hosp-MA	General Surgery
<i>Uquillas, Carlos Andres</i>	NYU School Of Medicine-NY	Ortho Surg/Hosp Joint D
<i>Vaninetti, Michael</i>	Brigham & Womens Hosp-MA	General Surgery
<i>Wertz, Diana L</i>	Stanford Univ Progs-CA	Psychiatry
<i>Whitaker, Kristen Rose</i>	UCLA Medical Center-CA	Obstetrics-Gynecology
<i>Williams, Ariel Aila</i>	Johns Hopkins Hosp-MD	Orthopaedic Surgery
<i>Williams, Ryan Patrick</i>	St Louis Childrens-MO Children's Hospital-Philadelphia-PA	Pediatrics Child Neurology
<i>Yim, Eugene Sun</i>	B I Deaconess Med Ctr-MA	Emergency Medicine
<i>Zissen, Maurice Henry</i>	Scripps Mercy Hosp-San Diego-CA Massachusetts Gen Hosp-MA	Transitional Radiology-Diagnostic

Thanks to the support of the Stanford University Medical Center Alumni Association, we had an opportunity to congratulate our Stanford students and their families and friends who were able to attend at the Fifteenth Annual Match Day Celebration at the Faculty Club. Please join me in congratulating each of our students. I also want to thank the faculty and staff who have taught, guided, advised, mentored and supported our students along their journey. Becoming a physician is a long road, and graduation from medical school and the Match are just a couple of punctuation marks along the way. But they are incredibly important milestones and our students have performed in an outstanding fashion. I am proud of each of them and grateful to all of you for helping to make their dreams come true.

In addition to welcoming our Stanford medical students who participated in the Match, I am also very pleased that we will soon be welcoming outstanding students from around the nation who have matched in residency programs at Stanford Hospital and the Lucile Packard Children's Hospital. They too will be part of our Stanford community and will contribute to care of our patients and the education and training of our students and community.

Match Day is deeply etched in the minds of everyone who has graduated from medical school and participated in the Match. I recall my own Match Day and the new paths it opened. I wish all of our students and incoming residents the very best of success and happiness in their future careers in medicine.

National Advisory Council (NAC) Review 2010

On Monday, March 8th the School of Medicine's National Advisory Council (NAC) visited Stanford to review the School's overall progress and offer their advice and

guidance about the School to the President and Provost. The NAC is chaired by Dr. Ed Benz, President of the Dana Farber Cancer Institute/Harvard Medical School and includes Drs. Elizabeth Blackburn (UCSF), Tom Boat (Cincinnati Children's Hospital), Ying-Ying Goh (SU Board of Trustees), Jennifer Grandis (University of Pittsburgh), Dan Lowenstein (UCSF), Trudy Mackay (North Carolina State University), Jim Madara (University of Chicago), David Nichols (Johns Hopkins), Arthur Rubenstein (University of Pennsylvania), Bill Stead (Vanderbilt), Mike Zinner (Brigham & Women's Hospital/Harvard Medical School) as well as Mariann Byerwalter (SU Board of Trustees) and Mary Cranston (SU Board of Trustees).

The visit began with my overall update of the significant events that have impacted the School during the past year. Needless to say, 2009 was a very challenging year due to the economic meltdown that reached a peak (well, really a nadir) just a year ago. As I have recounted in prior newsletters, the University's endowment fell by 26.4% by the close of FY09 (August 31, 2009). For the School this meant a \$604 million loss in its endowment, which declined to \$1.676 billion. While this is certainly a significant decline, our endowment remains the second largest medical school endowment in the nation. Importantly, the endowment is coupled with current expendable reserve balances of \$473.6 million – nearly two thirds of which reside in department or faculty accounts. Looked at another way, even though 2009 brought significant challenges, the school and departments (particularly the clinical departments) still have a healthy, even if a highly restricted cushion.

In fact, we ended FY09 with a \$34 million consolidated surplus (which includes central administration, departments and institutes), although achieving this required considerable sacrifice. This included layoffs, a hiring freeze on staff and faculty (especially where a defined revenue stream was lacking) as well as an approximately 15% reduction in central administrative costs. Fewer reductions were passed on to departments but everyone shared in the challenge. We were also slightly buffered by increases in clinical income (due to the hard work of the faculty) and research funding (with relatively minimal impact from ARRA in FY09, although greater impact is expected for 2010 [the current fiscal year]). For FY10 we are currently projecting clinical income of \$388 million and sponsored research income of \$448 million. As I have also noted in prior communications, we are one of the only medical schools with greater research than clinical revenues – even though clinical income has been increasing in recent years.

I also reported our ARRA funding results to the NAC. These currently total approximately \$91 million (although \$28 million of this represents the funding of previously submitted grants). Overall, 37.9% of ARRA funding was in research project grants, 18.9% in Grand Opportunity (GO) awards and 10.7% in Challenge Grants. At this point we have achieved about 95% of the success we had hoped for in ARRA funding. At this juncture it appears that a significant amount of funding will carry through 2012 and help buffer the otherwise flat NIH budget. While this support for research is needed and welcomed, we all have concerns about NIH funding in FY12 and beyond.

Another big event of the past year was the three-year review of the Stanford Cancer Center, which occurred on October 15, 2009. Over the past several years, thanks to the leadership of Dr. Bev Mitchell and her colleagues, the Stanford Cancer Center (SCC) has continued to evolve. The Center now includes 311 members from 33 departments and 4 schools. Cancer research is clearly a university wide initiative. We await the final results of the review, but we are optimistic that we will achieve significant funding for the SCC.

In a related piece of good news, Dr. Doug Blayney will join us this summer as the Ann and John Doerr Medical Director of the SCC. Dr. Blayney has been the Medical Director of the Cancer Center at the University of Michigan for the past seven years and is also the President of the American Society for Clinical Oncology. I have known Dr. Blayney since he trained at the National Cancer Institute in medical oncology and have great respect for his experience as a practicing oncologist, academic leader and national advocate for the delivery of the highest quality care for cancer patients that is achievable. Stanford Hospital & Clinics and the School of Medicine support Dr. Blayney's position. He will also be the Associate Director for Clinical Care our NCI-Designated Stanford Cancer Center and the Associate Chief for Clinical Affairs in the Division of Medical Oncology of the Department of Medicine.

I also pointed out to the NAC that Stanford's excellence is directly related to its outstanding students and faculty. This past year brought in excellent medical and graduate students along with outstanding post-doctoral scholars. It also witnessed Stanford's uniqueness as measured by its disproportionate share of NIH Pioneer Award winners (four more in 2009 bringing Stanford's total to 15 of the 81 Awards given since the inception of this program five years ago). Similarly, faculty excelled in Innovator Awards, HHMI New Investigators Awards as well as a proportional number elected to the Institute of Medicine and National Academy of Sciences. Together with a number of highly distinguished awards and honors given to faculty, these metrics serve as indicators of a uniquely gifted community of excellence.

This past year also has witnessed some important transitions. One of the most notable recent ones is the announcement by SHC President and CEO Martha Marsh that she is retiring at the end of this fiscal year. There was also the welcome news to share about the arrival of Dr. Mike Synder as our new Chair of Genetics and the very recent announcement that Dr. Laura Roberts will be our next Chair of the Department of Psychiatry and Behavioral. I also reviewed recent and upcoming transitions in department leadership and other positions within the medical school. It is also notable that in addition to leadership positions, we have recruited approximately 425 physicians and scientists to our School of Medicine faculty during the past nine years. Of course there has also been attrition for a variety of reasons, but given our full-time faculty size of 840, this represents a lot of new faculty members over a relatively short amount of time (even though it is about 20% of the School's history in Palo Alto).

Looking ahead, we face both incredible opportunities and significant challenges. The uncertainty around health care reform (although this is moving to some resolution

after the March 21st Congressional vote) and the volatility of support for research funding from the NIH, which is greater than we might like, make it difficult to plan for the future. But regardless of the funding constraints, we do recognize the importance of being true to our missions in education, research and patient care. The importance of sustaining and improving our record of excellence and quality in each of our missions is clear – and will be ever more essential. We also recognize the importance of renewing our talent, improving our diversity, rebuilding our facilities, and enriching our resources as among the essential components to a successful future. We have made progress in each of these areas but there is much yet to be accomplished.

We reviewed some of these opportunities with the NAC, including our efforts to promote greater translation of research through innovative programs like SPARK; rebuilding and reorganizing our facilities both on and off campus; and benefiting from incredible science and discoveries. To that regard, the NAC heard exciting progress in translating discoveries in cardiovascular research from Dr. Bobby Robbins, Chair of Cardiothoracic Surgery and Director of the Cardiovascular Institute along with Dr. Joe Wu, Assistant Professor of Medicine and of Radiology, as well in the neurosciences thanks to an update from Dr. Gary Steinberg, Chair of Neurosurgery and Director of the Stanford Institute for Neuro-Innovation and Translational Neuroscience.

The NAC will make its final report to the President and Provost, and I will share the results I am able to with you when it becomes available. That said, I did hear directly from NAC members how impressed they are by the work going on at Stanford – which is a tribute to you, our faculty, students and staff.

Recognition and Appreciation of Our Staff

What makes a great university is the quality of its people. Understandably, credit readily flows to faculty and students for their many contributions – which at an institution like Stanford are quite remarkable. However, many of those contributions would not be possible without the exceptional staff who support our missions in education, research and patient care. Even more remarkable is that our dedicated staff are so committed to Stanford that they continue to work on our behalf year after year – some for more than 30 or even 40 years.

This year we are recognizing our incredible staff in two ways. There will be a reception on Thursday April 22 at the Li Ka Shing Center for Learning and Knowledge (LKSC). We are also launching a new Employee Recognition website that I hope you will visit. It can be found at: <http://med.stanford.edu/employeerecognition/>. On the web site you will find videos honoring employees with 35 and 40 years of service, and photos and stories recognizing staff with 20, 25, and 30 years of service. Additionally, we acknowledge the two School of Medicine Spirit Award winners for this year. The web site also provides a section for “Your Comments,” a way for anyone who would like to post a message to any of the staff being honored and comment on your experiences working with these employees. I encourage you to visit the web site and join me in congratulating this year’s Spirit Award winners and our employees who have reached milestone employment anniversaries of 5, 10, 15, 20, 25, 30, 35, and 40 years of service.

Congratulations to our employee with 40 years of service:

Tom Nozaki, Department of Genetics

Congratulations to our employees with 35 years of service:

Marcia Bieber, Obstetrics & Gynecology

Beverly Bonfert, Cardiothoracic Surgery

Mary Jane Eaton, Department of Pathology

Pamela Petrie, Information Resources & Technology

Congratulations to our Spirit Award Winners:

**Katie Allen, Department of Surgery, Division of Multi-Organ
Transplantation**

Jeff Melton, Department of Medicine, Stanford Prevention Research Center

I also want to thank the individuals who developed this new site, including Norma Leavitt, Deborah Stasi, Koorosh Davoodian, John Worley, Pam Lowney, Todd Holland, Richard Renn and Angie Lucia. Finally, I offer my deep appreciation to *all* of our wonderful staff.

The Latest Trip Reduction Results

As you all know from past communications, it is very important that we cut down on the number of people driving alone to campus during the peak traffic hours in the morning and evening in order to comply with General Use Permit (GUP) restrictions, as well as to reduce our carbon footprint.

We have received excellent news from the Parking and Transportation Office: The 2009 university-wide counts set a record for number of trips below the 2001 baseline: 634 trips below the baseline for the morning commute, and 364 below for the afternoon commute. In addition to our efforts, the large difference between the 2008 and 2009 numbers were influenced by university layoffs and the relocation of some departments to off-campus sites.

Year	Number of Trips Below the 2001 Baseline	
	AM	PM
2009	634	364
2008	454	131
2007	416	97
2006	426	164
2005	91	30

I am also pleased to report that the School of Medicine had participation well above the University average on the annual Parking & Transportation survey this past Fall (49%, as compared to 44% across the University's other schools) as well as

comparing favorably in self-reported drive-alone trips. Our morning drive-alone percentage was 35% while our afternoon rate was 32%, compared to the University's other units, which averaged 38% and 35%, respectively.

However, our self-reported performance compared to the prior year has actually deteriorated, so while we are performing well compared to the University's other areas, we have not kept up to our own high standards. Last year our response rate was 58%, and our morning drive alone percentage was 32% while our afternoon rate was 28%. The rest of the University increased by similar amounts from the prior year's survey.

Please continue your efforts to walk, ride a bicycle, or take public transportation to campus. Congratulations to the majority of you who do your part to reduce pollution and traffic congestion and keep us in compliance with the county's General Use Permit.

We Are Moving!

It has been long in coming and it won't be finished until summer 2010. But the Dean's Office, which has been long located in the Alway Building, is moving to the Third Floor of the new Li Ka Shing Center for Learning and Knowledge (LKSC). We are in our new office suite as of Monday, March 22nd! Over the next several months the LKSC will become alive as audiovisual, immersive learning equipment, furniture and finishing touches are put into place. We are anticipating welcoming students to the Berg Family Commons on the Fourth Floor of the LKSC in May, and we plan to have the building fully ready for our new medical and graduate students when they matriculate this summer and fall.

The LKSC is shaping up to be an incredible facility. I admit significant bias in being very pleased with how it is coming along and look forward to your visiting this new facility as it is phased in over the next several months.

Upcoming Events

Stanford Health Policy Forum: The Future of Health Reform

Thursday, April 1

1:00 PM – 2:30 PM

Clark Center Auditorium, 318 Campus Drive

This timely Stanford Health Policy Forum event will be a conversation on health reform with Stanford University's leading experts. Our panel will discuss what the goals of health reform should be, and why; will evaluate the current health reform efforts of the Obama Administration and Congress; and will propose what steps the country should take next to best achieve these goals. This moderated program will conclude with a dialogue with the audience.

This forum will be moderated by **Daniel P. Kessler**, Professor in Management, Law, Health Research and Policy, Graduate School of Business, Law School and School of Medicine. Featured speakers include **Philip Pizzo**, Dean, School of Medicine; **Alan**

Garber, Director of the Center for Health Policy and the Center for Primary Care and Outcomes Research; **Alain Enthoven**, Professor of Public and Private Management, Graduate School of Business.

This Forum is free and open to the public. Space is limited. For more information please visit <http://healthpolicyforum.stanford.edu/> or call 650-725-3339.

Dr. Norris and the ED Team Share Their Story:

Haiti...The Day After!

Thursday, April 1

5:30 – 7:00 PM

Braun Auditorium (located in Mudd Chemistry Building), 333 Campus Drive

One day after Haiti's 7.0 earthquake, Dr. Robert Norris, Chief of the Division of Emergency Medicine, reached out to the ED team for volunteers to join IMC's relief effort. Throughout SHC, LPCH and the School of Medicine, individuals contributed to the effort. Stanford Hospital & Clinics and Lucile Packard Children's Hospital donated more than \$20,000 in supplies, pharmaceuticals, and equipment. The ED response team was on its way within 24 hours thanks to all of the work that occurred behind the scenes. Come listen to their experience and see their pictures first hand. Space is limited...first come, first seated.

Health Care in the US: A Work in Progress

Wednesday, April 14

4:00 – 6:00 PM

Annenberg Auditorium, Cummings Art Building, Serra Street & Lasuen Mall

The event, a panel discussion of this critically important topic, will be co-sponsored by the Stanford Emeriti Council and the Stanford Historical Society. Panelists include: Chair **Philip Pizzo**, Dean, School of Medicine, at Stanford University; **Victor Fuchs**, Henry J. Kaiser, Jr., Professor of Economics and of Health Research and Policy, emeritus and Senior Fellow at the Freeman-Spogli Institute for International Studies; **Alain Enthoven**, Marriner S. Eccles Professor of Public and Private Management, emeritus and a core faculty member at CHP/PCOR; **Alan Garber**, Henry J. Kaiser Jr. Professor of Medicine and, by courtesy, Economics; Senior Fellow at the Freeman-Spogli Institute for International Studies; **Arnold Milstein**, Chief Physician, Mercer.

Appointments and Promotions

Susan Atwater has been reappointed as Clinical Associate Professor of Pathology, effective 3/01/10.

Robson Capasso has been appointed Clinical Assistant Professor of Otolaryngology – Head & Neck Surgery, effective 3/15/10.

Laura LeCompte Dyner has been appointed as Clinical Assistant Professor of Pediatrics, effective 7/01/10.

Stephen D. Emond has been appointed as Clinical Assistant Professor (Affiliated) of Surgery, effective 3/01/10.

Christopher Engleman has been reappointed as Clinical Assistant Professor (Affiliated) of Ophthalmology, effective 1/01/10..

James I. Fann has been promoted to Professor of Cardiothoracic Surgery at the Veterans Affairs Palo Alto Health Care System, effective 3/01/10.

Nancy Fischbein has been reappointed to Associate Professor of Radiology at the Stanford University Medical Center, effective 3/01/10.

Gregory Glasscock has been reappointed as Clinical Associate Professor of Pediatrics, effective, 9/01/09.

Mary Therese Jacobson has been promoted to Clinical Associate Professor of Obstetrics and Gynecology, effective 3/01/10..

Geoffrey A. Kerchner has been appointed to Assistant Professor of Neurology and Neurological Sciences at the Stanford University Medical Center, effective 3/01/10.

Anita Kulkarni has been appointed Clinical Assistant Professor (Affiliated) of Surgery, effective 3/01/10.

Edward McNamara has been reappointed as Clinical Associate Professor of Pediatrics, effective 9/01/09.

Marc Melcher has been reappointed to Assistant Professor of Surgery at the Stanford University Medical Center, effective 3/01/10.

Marcelo Jorge Pando Rigal has been appointed as Clinical Assistant Professor of Pathology, effective 3/01/10.

Anstella D. Robinson has been promoted to Clinical Associate Professor of Psychiatry and Behavioral Sciences, effective 9/01/09.

Harman Singh has been appointed as Clinical Assistant Professor of Neurosurgery, effective 8/01/09..

Kathryn J. Stevens has been promoted to Associate Professor of Radiology at the Stanford University Medical Center, effective 3/01/10.

Cynthia J. Wong has been appointed as Clinical Assistant Professor of Pediatrics, effective 5/01/09.