

Dean's Newsletter

September 4, 2001

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End of Summer and the Beginning of the New Academic Year

Labor Day weekend marks the traditional transition from end of summer to beginning of the school year. During the next week our incoming students will arrive with orientation beginning for medical students on September 10th and for Graduate Students on September 26th. Please do everything you can to welcome our new students.

Bio-X and Clark Center Proposals and Stem Cells

As you know, construction on the Clark Center is underway and is due to be completed in 2003. In recent weeks, the continued support for the Clark Center has come under question because of the impact of President Bush's recent announcements regarding limited federal support for human embryonic stem cell research. Because of the potential impact of this decision on research that might take place in the Clark Center, Mr. Jim Clark made his position and concerns clear in an op-ed piece in the August 31st issue of the New York Times

(<http://www.nytimes.com/2001/08/31/opinion/31CLAR.html?ex=1000274037&ei=1&en=0256adaa9d1e98ba>). Respecting the concerns expressed by Mr. Clark, whose generous support to Bio-X and the Center that will bear his name has made this project become a reality, a number of Stanford leaders, including President Hennessy, Drs Paul Berg, Irv Weissman and this writer, among others, have also noted that there is still important research on human embryonic stem cells that can be conducted, even with the limited number of cell lines that have been identified to date. Moreover, the change of President Bush's former position away from having no federal support for embryonic human stem cell research was at least a step in a direction more favorable to the future of biomedical research and medicine. Moreover, while research on stem cells is extraordinarily important and highly relevant to the future of Bio-X and the Clark Center, it is also clear that there are a number of equally important areas of investigation that can benefit from the fundamental principles guiding interdisciplinary research.

While the debate regarding stem cell research, influenced dramatically by religious and political concerns, as well as ethical issues, will continue to unfold during the months and years ahead, it is also clear that other significant events are transpiring around the Clark Center that will also impact its future. One is the investigators and

areas of research that will populate the Clark Center when it opens in 2003. It is likely that these investigators will be selected around a number of thematic or affinity areas that should, ideally, serve as magnates that draw students and faculty to the Clark Center and that, in turn, stimulate ideas, collaborations and research with students and faculty who are not physically located in the Clark Center. This bi-directional flow to and from the Clark Center will help foster the interdisciplinary research programs envisioned under the broader umbrella of Bio-X.

Currently, the individuals who originally considered joining the Clark Center are being asked to complete their proposals for the final selection process. The Dean's of Medicine, Engineering and H&S, along with the Clark Center leadership, have recently agreed that at this important juncture, the opportunity to become part of the Clark Center should be opened up to all faculty. Accordingly, I am attaching below the proposal application.

If you and your colleagues would like to submit a proposal to join the Clark Center, you are welcome to do so. Please complete the application that follows and submit it to Dr. James Nelson, Professor of Molecular and Cellular Biology and Senior Associate Dean for Research, Graduate and Postdoctoral Education by Friday, October 5th. We will then review and pass on the School of Medicine application to the Clark Center Leadership.

Following is the application:

Clark Center Tasks and Guidelines for Formulation of Thematic Initiatives

TASKS

Create a written document that describes the following:

I. The Science/Technology/Applications

- A. Theme identification, mission/vision/goals
 - a. Identify & describe your thematic plan, and provide the best name for your initiative
 - b. What is your science/technology/application base?
 - c. Describe its interdisciplinary nature
 - d. What Schools/Departments are involved? How are they involved? Who is involved? How is your thematic initiative novel/unique?
 - e. What sets it apart from similar activities here or elsewhere around the world
 - f. Is it sustainable?
- B. Connectivity within the Clark Center
 - a. How are members of your initiative connected to other Clark Center initiatives?
 - b. Describe plans to insure interactions with other proposed thematic groups within the Clark Center, to avoid balkanization or creation of "Centers within the Clark Center"

- C. Connectivity to the Bio-X community at large
- a. Describe plans for an intellectual outreach to the campus Bio-X community at large and satellite facilities
 - b. Describe plans to connect with the departments outside the Clark Center who may also be involved in similar thematic research

II. The People

- A. Faculty Participants
- a. Describe the kinds of talent and expertise that your theme will need to be successful in reaching its goals and meeting its vision. We want to learn how you plan to fill out the faculty participants in your theme. We expect there is a Stanford cadre in place already that will form a core: some of these people will move into the Center and some will not. Tell us about them. We also realize you may require new hires at either the senior or junior level or both to fill scientific/technical/application gaps. Tell us about these folks and the role they will play. Enumerate in the following way:
 - i. Colleagues at Stanford who should move into the Clark Center
 - ii. Colleagues at Stanford who will be part of the initiative/theme, but not move into the Clark Center
 - iii. New hires for the Clark Center- number of proposed Junior and Senior positions
 - iv. New hires that need not be in the Clark Center- number of proposed Junior and Senior positions

B. Leadership

- a. Who in your group will step up to provide the leadership to make sure the above goals are met and serve on a Leadership Council consisting of a Director and one member from each thematic initiative?
- b. Who will be your backup in your absence?

III. The Operations

- A. Describe the facility requirements needed for your thematic initiative to be successful in reaching your vision
- a. Total space needed [aside from "b" below].
 - b. Specialized facilities and space needed for them
 - c. Equipment needed [that you can and can not bring with you]
 - d. Explain how you plan to conserve space by sharing with your colleagues either in your theme or elsewhere in the Clark Center
- B. Describe the financial requirements needed for your thematic initiative to be successfully established in the Clark Center - this could include funds needed to conduct and consummate searches; start-up packages; equipment. Clark Center funds are limited [see below] but we do need to capture the financial needs of your theme so that Chairs and Deans are aware of them.

GUIDELINES

There are two major constraints under which we all have to work -- real estate and financial.

- A. Real estate -- Think about ~2000 sq ft assignable space on average throughout the Clark Center (can go above and below for particular members of your initiative, but the average has to land near that number). Clearly full wet space users need something closer to 2500 sq ft on average, while full dry space users need something closer to 1500 sq ft on average. This is the space occupied by the faculty, students, postdoctoral fellows, administrators, other laboratory personnel and associated wet and dry laboratory facilities, including any offices and support space such as cold rooms and the like.
- B. Financials – Funds available for faculty fit-ups and hiring are precious and limited. It's important for your thematic group to think about creative strategies to minimize expenses related to the establishment of your group within the Center.

New Appointments of Associate Deans for Academic Affairs

Dr. David Stevenson, Professor of Pediatrics and Senior Associate Dean for Academic Affairs, has announced the addition three members to his team, each of whom will bring important skills, knowledge and expertise to benefit our faculty. These include:

1. **Roy J. King, M.D., Ph.D.**, Associate Professor of Psychiatry and Behavioral Sciences, will have a part-time appointment as Associate Dean for Academic Affairs. Dr. King will serve as liaison to the new Committee on Faculty Diversity chaired by Dr. Fernando Mendoza, and will assist with complaints and grievances especially related to sexual harassment and racial or ethnic discrimination. He will also assist in the review of all appointments and reappointments at the Assistant Professor level, with special attention towards achieving gender and ethnic diversity.
2. **Lucy S. Tompkins, M.D., Ph.D.**, Professor of Medicine (Division of Infectious Diseases and Geographic Medicine) and of Microbiology and Immunology, will have a part-time appointment as Associate Dean for Academic Affairs. In her new role, she will assist Lars Vistnes, M.D., in leading the Faculty Mentoring Program, and she will also serve as liaison to the new Committee on Women in Medicine and Science chaired by Dr. Mary Lake Polan. In addition, she will assist in the review of all new appointments and reappointments at the Assistant Professor level.
3. **Maurice L. Druzin, M.D.**, Charles B. and Ann L. Johnson Professor in the School of Medicine, Chief of Maternal-Fetal Medicine in the Department of Gynecology and Obstetrics, and Co-Director of the Johnson Center for Pregnancy and Newborn Services, will have a part-time appointment as Associate Dean for Academic Affairs. As a previous chair of the Appointments and Promotions (A & P) Committee in the Medical School, he has had considerable experience in the A & P process and will focus on matters related to the MCL professoriate in general and assist from time to time in matters related to complaints and grievances, mainly related to

appointments and promotions. Dr. Druzin will also assist in the review of all new appointments and reappointments at the Assistant Professor level, bringing to bear on this process his perspective as a MCL faculty member.

The appointment of these three Associate Deans will increase the visibility and accessibility of the Office of Academic Affairs under the direction of David Stevenson, M.D. Moreover, these appointments will help streamline some of the processes related to appointments and promotions and aid further in the development of a proactive approach to a variety of activities that are central to faculty affairs.

Job Well Done by the Office of Medical Development

The Office of Medical Development (OMD) has recorded another very successful year of fundraising. By the near end of the fiscal year, the School of Medicine OMD has exceeded its target and raised over \$109 million, representing the largest percentage of the University's overall Development efforts. It should be also noted that the success by our OMD does not include the considerable fundraising success of the Hospitals, especially the Lucile Packard Children's Hospital. Congratulations to Ms. Jackie Brown and the staff of the Office of Medical Development.

In addition, I have also learned that the Medical Development's communications group has received the Award of Distinction from the Association of American Medical Colleges for their special publications, "Forty Careers in Medicine," and "A Legacy of Medical Innovation." These publications from Stanford were selected for honors from among 130 submissions nationwide. Congratulations to Ruth Schechter and the team for their excellent work

Very well done!

Congratulations to Dr. Judy Swain

Dr. Judy Swain, Arthur L Bloomfield Professor of Medicine and Chair of the Department of Medicine, has been elected to serve as the Chair of the University Advisory Committee on Academic Appointments and Promotions. This is an extremely important appointment and evidence of the esteem with which Dr. Swain is held by colleagues and leaders throughout Stanford University.

Appointments and Promotions

Dr. Jeffrey D. Axelrod, Assistant Professor of Pathology, 9/1/2001 to 8/31/2002

Dr. Laurence C. Baker, Assistant Professor of Health Research and Policy, 8/1/2001 to 7/31/2002

Dr. Lynne C. Huffman, Assistant Professor (Research) of Pediatrics (General Pediatrics), 10/1/2001 to 9/30/2002

Dr. Joanna L. Mountain, Assistant Professor of Anthropological Sciences and of Genetics, 9/1/2001 to 12/31/2004

Dr. Sylvia K. Plevritis, Assistant Professor (Research) of Radiology. 9/1/2001 to 8/31/2004

Dr. Lawrence Hammer, Pediatrics, Promotion to Professor (MCL) effective 9/1/01 for a continuing term.

Dr. Glenn Otto, Comparative Medicine, Promotion to Associate Professor (MCL) effective 11/1/01-10/31/06

Dr. Kendra Peterson, Neurology and Neurological Sciences, Promoted to Associate Professor (MCL) effective 9/1/01-8/31/06

Congratulations to all.