

Dean's Newsletter

June 9, 2003

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Commencement 2003

Next weekend (June 14-15) is Commencement at Stanford. The official University Commencement will be on Sunday morning at 9:00 a.m. in Stanford Stadium. We will hold our School of Medicine ceremony on Saturday, June 14th beginning at 2:00 p.m. on the Dean's Lawn (next to the Clark Center). You are welcome to attend (and if you are faculty, to march) in this celebratory event. This year's School of Medicine Commencement speaker will be Dr. Julie Gerberding, Director of the CDC. Given all of the recent global infectious disease challenges (anthrax, smallpox, SARS to name a few), I am confident that this will be a timely and meaningful commencement address. Even more importantly, it will be an opportunity to honor and recognize our medical and graduate students who have worked so hard to achieve this special day. Please join us and our students and families on June 14th and 15th.

Louis and Dorothy Kovitz Lectureship will Address Challenges in Global Infectious Diseases

On Wednesday, June 11th Professor Keith PWJ McAdam, Welcome Professor of Hygiene and Tropical Medicine at the London School of Hygiene and Tropical Medicine, will deliver the 29th Louis and Dorothy Kovitz Lectureship on the "*Challenges in Global Infectious Diseases: Creative Opportunities.*" The lecture, which is sponsored by the Department of Medicine and the Division of Infectious Diseases and Geographic Medicine, will take place in the Fairchild Auditorium at 5:00 p.m. A reception will follow.

For the past eight years Professor McAdams has been the Director of the Medical Research Council (UK) Unit in the Gambia. The Unit has had a distinguished history since its inception in 1947, and now has three field stations employing 800 staff. While at the MRC Unit in the Gambia, Dr. McAdam's research has centered on infectious complications, focusing on the pathogenesis and management of tuberculosis, malaria and HIV as major health problems in Africa. Under his direction, the MRC Unit has defined the epidemiology of the major endemic infectious diseases and studied the immune

responses and genetic susceptibility of those exposed. A major goal has been to develop and test vaccines and other appropriate public health interventions in the sub-Saharan setting.

Update on Graduate Admissions 2003

As we prepare to graduate students receiving M.S., M.D. and Ph.D. degrees next weekend, we are also just completing the selection of the students who will be enter our graduate programs this September. Dr. Ellen Porzig, Associate Dean for Graduate Education, has compiled a report on this year's graduate student admissions process, aspects of which I would like to share with you.

This year's entering class includes 100 students who will begin this Fall along with nine students who will begin their studies in the Autumn 2004. Several students, who have won international fellowships, will enter in the Autumn 2005. A record number of 2,407 applications to the 12 Biosciences Home Programs were received this year, a 22% increase in the number of applicants compared with last year. These outstanding graduate students were accepted from approximately 70 colleges and universities. In addition to Stanford, the colleges and universities with the greatest number of students starting this Fall come from Harvard, UC Berkeley, MIT, Princeton and UCLA.

This year a total of 291 applicants were interviewed and almost all candidates met with 6-7 Biosciences faculty members for individual interviews. As in past years, students accepted to the Stanford Biosciences program also receive competitive offers from Harvard, UCSF, UC Berkeley, Caltech and MIT. Our overall yield rate is around 50% (similar to past years) with students choosing Harvard, UCSF or UC Berkeley as alternatives over Stanford. Thanks to the exemplary leadership of Ms. Kimberly Griffin (our new Director of Diversity in Biosciences Programs), the entering class includes 12 excellent students who are members of under-represented minority groups.

Thanks to the work of our CGAP co-directors, Dr. Karla Kirkegard, Professor of Microbiology and Immunology, and Tim Stearns, Associate Professor of Biological Sciences and Genetics, along with the dedicated efforts of Ellen Porzig, Suzanne Frasca, our new Director of Admissions and Administration, and Eleanor Antonakos, the process of interviewing and selecting outstanding applicants went extremely smoothly this year. In addition, several new events were featured this year including:

- A new format for interview weekend that included interviews preceding the weekend events.
- Posters sessions that were more robust than previous years, facilitating small group discussions.
- Importantly, all 12 Home Programs participated in the Thursday evening dinner at the Sheraton and featured outstanding presentations by Dr. Julie Theriot (Biochemistry and Microbiology and Immunology), Marc Tessier-Lavigne (Biological Sciences and Neurosciences), Matthew Scott (Developmental Biology,

Genetics, Neurosciences, Cancer Biology and Clark Center), and Roger Kornberg (Structural Biology).

- The stipend increase (of \$1,000) to match the Stanford Graduate Fellowship level was announced in a timely manner by former Senior Associate Dean W. James Nelson.
- Also, for the first time, selected Biosciences graduate programs participated in Graduate Diversity Admit Weekend events at the University, including the dinner with the President and Provost. Notably, 100% of the Biosciences students who attended the GDAW accepted our offer of admission.

We are very proud of the results of this year's graduate student admissions process and look forward to welcoming our new class in September.

Cancer/Stem Cell Institute Briefings

During the past several weeks, we have been holding evening dinner discussions to brief community leaders about our new Stanford Institute for Cancer/Stem Cell Biology and Medicine. With the support of our Office of Medical Development, we have invited 10-12 families to visit with us for each session so that they might learn about the progress we are making. The sessions have included opening presentations by me and Martha Marsh, CEO of Stanford Hospital and Clinics, to highlight the role that Stanford has played in cancer research and treatment in the past and how the new Institute for Cancer/Stem Cell Biology and Medicine will further enhance progress in bringing innovations from the bench to the bedside in the future. This will also be advanced by the opening of the new Cancer Pavilion early next year which will provide state-of-the-art facilities for ambulatory care, as well as a setting in which translational research can take place.

The major feature of our sessions has been presentations by Dr Karl Blume, Professor of Medicine and Associate Director of the Institute, and Dr. Irv Weissman, Karel and Avice Beekhuis Professor of Cancer Biology and Director of the Cancer/Stem Cell Institute. In addition to laying out the range of research discoveries that have occurred - and those that will be possible in the future - the heart of these events has been the opportunity to engage in an informal discussion with community leaders to address their questions, concerns and areas of interest. We have also benefited from the participation of various faculty who have attended these sessions, including Drs. Judy Shizuru, Brandy Sikic, Griff Harsh, Stephanie Jeffries, Bob Negrin, Brooke Jeffrey, Nelson Teng and others.

Our goals have been threefold: to help educate community leaders about the research, clinical care and education that are taking place at Stanford, focusing on the progress in cancer and stem cell biology; to help our community leaders become advocates for Stanford's clinical and research programs - especially given the challenges being faced by academic medical centers today; and to help us to define ways to support our missions in research, clinical care and education.

These venues have been well received and we plan to continue them through the year as a means of enhancing our interactions and engagement with our community and faculty leaders.

Symposium on Learning and Technology

On Thursday, May 29th, a special Symposium on Learning and Technology was held in the Wallenberg Hall and focused on the opportunities for medical and bioscience education emerging through innovations in information technology, simulation and virtual reality. Thanks to the efforts of Dr. Parvati Dev, Associate Dean, Learning Technologies and Director, SUMMIT Lab, and Maggie Saunders, Program Planner for Stanford Medicine Information and Learning Environment (SMILE), who organized this symposium, we were treated to the reflections and recommendations of a diverse group of faculty, as well as leaders in technology and innovation. The governing theme was that during the next 10-20 years our students will change dramatically and will come to medical and graduate school with an entirely different array of skills and expectations compared with those of the past. Importantly, their facility and use of information knowledge resources will be quite sophisticated and our modes of teaching and education will also need to have evolved significantly. Accordingly, SMILE is being developed to achieve these goals and, we believe, will set Stanford apart from other medical and graduate schools in exciting and important ways. Some of the details of this Symposium are covered in a recent report in the June 4th Stanford Report (<http://news-service.stanford.edu/news/2003/june4/symposium.html>).

Hospital Update: Professional Revenue Cycle

Dr. Al Lane, Chair of Dermatology and Chair of the Professional Billing Committee, and Ms. Margaret Boggs, Director of Professional Services Operations, asked me let you know that Stanford Hospital and Clinics (SHC) has engaged Stockamp & Associates (Stockamp) to assist SHC with improving performance within the professional revenue cycle. The project has been dubbed the Revenue Enhancement and Accountability Project (REAP).

You may be aware that Stockamp completed hospital revenue cycle projects at SHC (1999-2000) and LCPH (2000-2001), which were very successful for both organizations from a financial and patient service perspective. Stockamp has also worked with many of the nation's major health care providers to improve financial performance, increase operational efficiency, improve customer service and create competitive advantage.

Achieving full reimbursement for the professional services that we provide requires a sophisticated understanding of health plan and government requirements, as well as operational excellence in all of the components of the revenue cycle. As such, the approach during REAP will include extensive interviews with management and staff, detailed work flow and data analysis, significant work flow design, and implementation of process improvements and supporting tools. The overall goal of this project is to achieve improved

levels of professional revenue cycle accountability, common goals, expectations and cooperation between SHC operational departments and the clinical departments within the School of Medicine. Dr. Lane and Ms. Boggs ask that you help support this important professional revenue cycle initiative.

Update from the School of Medicine Executive Committee

At the Executive Committee on Friday June 6th, I gave an update on our master facilities planning and some recent developments regarding faculty billets. As you may recall, I have detailed in prior Newsletters, the work that we have been doing to secure a long-range facilities plan for the School of Medicine - as well as its relationship to the Facilities Plan for the Medical Center as a whole. I focused my recent remarks on the School, which follow the plans outlined at the Retreat held in January, 2003 (detailed in the February 3rd Dean's Newsletter: <http://deansnewsletter.stanford.edu>)

Our goals have been largely focused on both new facilities as well the reuse or ultimate demolition of existing ones. We anticipate that as part of the Science, Engineering and Medicine (SEM) Campus development, we will have two new buildings over the next 5-10 years. These will include the SMILE (Stanford Medicine Information and Learning Environment) project and the Stanford Institutes of Medicine #1. These will be developed in conjunction with new or replacement facilities for the Schools of Engineering, Earth Science and H&S. Planning for these facilities has been coordinated with University leadership and was a major topic for the Retreat of the Executive Cabinet that was held on June 2nd. While there is commitment to proceed with the continued conceptual planning of the SEM Campus, two factors will play a major role in the time line and ultimate delineation of the size and scope of the buildings. First are the land use issues that are governed by the GUP (General Use Permit) that relates to academic building development on Stanford property within Santa Clara County. The second relates to available funding sources, especially from philanthropy - an issue that is certainly impacted negatively by the current downturn in the economy. Accordingly, each of the projects will undergo downsizing in order to accommodate the current realities of space and funding availability. These will be managed by University Leadership and further assessed by an ad hoc committee of the Board of Trustees.

Our goal, of course, is to assure the development of state-of-the-art facilities for the education of medical and graduate students as well as for residents, postdoctoral scholars, and faculty. Included in SMILE is the development of a Knowledge Center that will serve as the library of the future. In order to accomplish these and other goals we will clearly need to make some priority judgments about which components of our educational programs will be housed in the new SMILE facility or adjoining space in the current Stone complex.

In addition to new facilities for education, our plans for research space focus on developing modern facilities to house our Stanford Institutes of Medicine while also moving wet laboratories from the Stone complex and converting this now nearly 50 year old space for use as dry laboratory or administrative space. This requires considerable

planning and sequencing - and while we have already done a significant amount of such modeling, it is likely that changes will occur as the overall size and dimensions of SIM #1 become better defined.

Obviously I will keep you informed on the progress we are making in these important facilities planning developments. At the same time, we have also been participating with the Hospital leadership in determining both on-site and off-site facilities assessments for Stanford Hospital & Clinics (SHC) and the Lucile Packard Children's Hospital (LPCH). The first phase of these plans address renovations within the current footprints of both hospitals in order to meet current and future patient care needs. These discussions will also continue to unfold over the next months.

In addition to providing an update on space and facilities planning, I also informed the Executive Committee about the impact of the cap on faculty billets that we have now received from the Provost. This cap will apply to all billets - including UTL, MCL and non-tenured positions, and thus will require careful governing and management in order to assure that we can achieve our missions in education, research and clinical care. We are currently assessing the immediate impact of this cap by assessing current billets and expected vacancies along with searches that are in progress or commitments that have already been made to various departments or programs. As we have discussed in various forums, we recognize the value of being a small school of medicine that emphasizes quality of its faculty and students. At the same time, managing the complex demands that relate to missions in patient care, as well as education and research, will certainly present challenges that will require rigorous monitoring and priority setting now and in the future.

Honors and Awards

- **Dr. Bryan D. Myers**, the Stanford Professor of Nephrology and Chief of Division of Nephrology, has been named the fifteenth recipient of the Albion Walter Hewlett Award. The Hewlett Award was established by the School of Medicine in 1983 to honor "the physician of care and skill who is committed to discovering and using biologic knowledge, wisdom and compassion to return patients to productive lives." The award commemorates Dr. Albion Walter Hewlett, professor of medicine at Stanford from 1916 to 1925. All faculty in the School of Medicine are eligible to be selected; the previous winners have come from a number of departments throughout the school.

As winner of the award, Dr. Myers will speak on "*Elucidating the Pathophysiology of Acute Renal Failure: a Stanford Experience*" during Department of Medicine Grand Rounds on Thursday, June 12, at 8:00 a.m. in Fairchild Auditorium.

- **Dr. Robert Glaser**, former Dean and Professor of Medicine at Stanford University, has been awarded the prestigious Harvard Medal in recognition of his extraordinary service to Harvard University. He is a John Harvard Fellow and a member of the class of 1940 of Harvard University. As a Professor of Medicine at

Harvard Medical School, he received the Harvard Medical School Dean's Medal. Congratulations, Dr. Glaser.

- **The Office of Communications and Public Affairs** has won three top awards for their work, including
 - A gold medal in the Research, Medicine and Science News Writing category for news releases written by staff writers Amy Adams and Sara Selis. The releases were judged on the basis of their quality and effectiveness.
 - A gold medal for a cover design illustration for Stanford Medicine magazine. The cover appeared on the summer 2002 issue and illustrated the story on living liver donors. Special accolades go to Rosanne Spector, the managing editor of Stanford Medicine. The magazine was designed by David Armario.
 - A bronze medal for visual design for Stanford Medicine magazine.

In addition, Jeffrey Fisher, one of the illustrators for Stanford Medicine, won an award from the Society of Publication Designers for an illustration that appeared in the Fall 2002 issue of the magazine.

- **Dr. Anne Villeneuve**, Associate Professor of Developmental Biology and Genetics, and **Dr. Peter Jackson**, Associate Professor of Pathology and of Microbiology and Immunology, are two of the three winners of Kirsh Foundation Investigator Awards. Congratulations to both Drs. Villeneuve and Jackson for being selected for this prestigious award.
- **Adia George**, SMS 1, has won a National Medical Foundation Award, a competitive award of which only 35 are given in the nation. Congratulations to Adia and her mentor, Dr. Phyllis Dennery, Associate Professor of Pediatrics.
- **Dr. Erika Schillinger**, Clinical Assistant Professor with Family Medicine, has been named one of the "Nation's Best Doctors" by the Ladies Home Journal.

Appointments and Promotions

It gives me great pleasure to announce the following Endowed Professorships:

- **Dr. Michael P. Link** will be the Lydia J. Lee Professor in Pediatric Cancer.
- **Dr. Michael T. Longaker** will be the Deane P. and Louise Mitchell Professor in the School of Medicine.
- **Dr. Samuel K.S. So** will be the Lui Hac Minh Professor.

Other appointments and promotions:

- **Rosemary Butts** has been promoted to Associate Professor (Research) of Radiology, effective 6/1/2003 to 5/31/2009.
- **Claudia Buchmann** has been appointed to Associate Professor of Education, effective 1/1/2004 to 12/31/2007.
- **Booil Jo** has been appointed to Assistant Professor of Psychiatry and Behavioral Sciences, effective 9/1/2003 to 8/31/2006.
- **Natasha Kirkham** has been appointed to Assistant Professor (Subject to Ph.D.) of Psychology, effective 8/1/2003 to 7/31/2007.