



STANFORD  
M E D I C I N E

# Stanford University Overview

Linda M. Boxer, MD, PhD

Vice Dean, School of Medicine

# Stanford University



**STANFORD**  
M E D I C I N E

# Stanford University Facts

7,032 undergraduate students

9,304 graduate students

2180 faculty

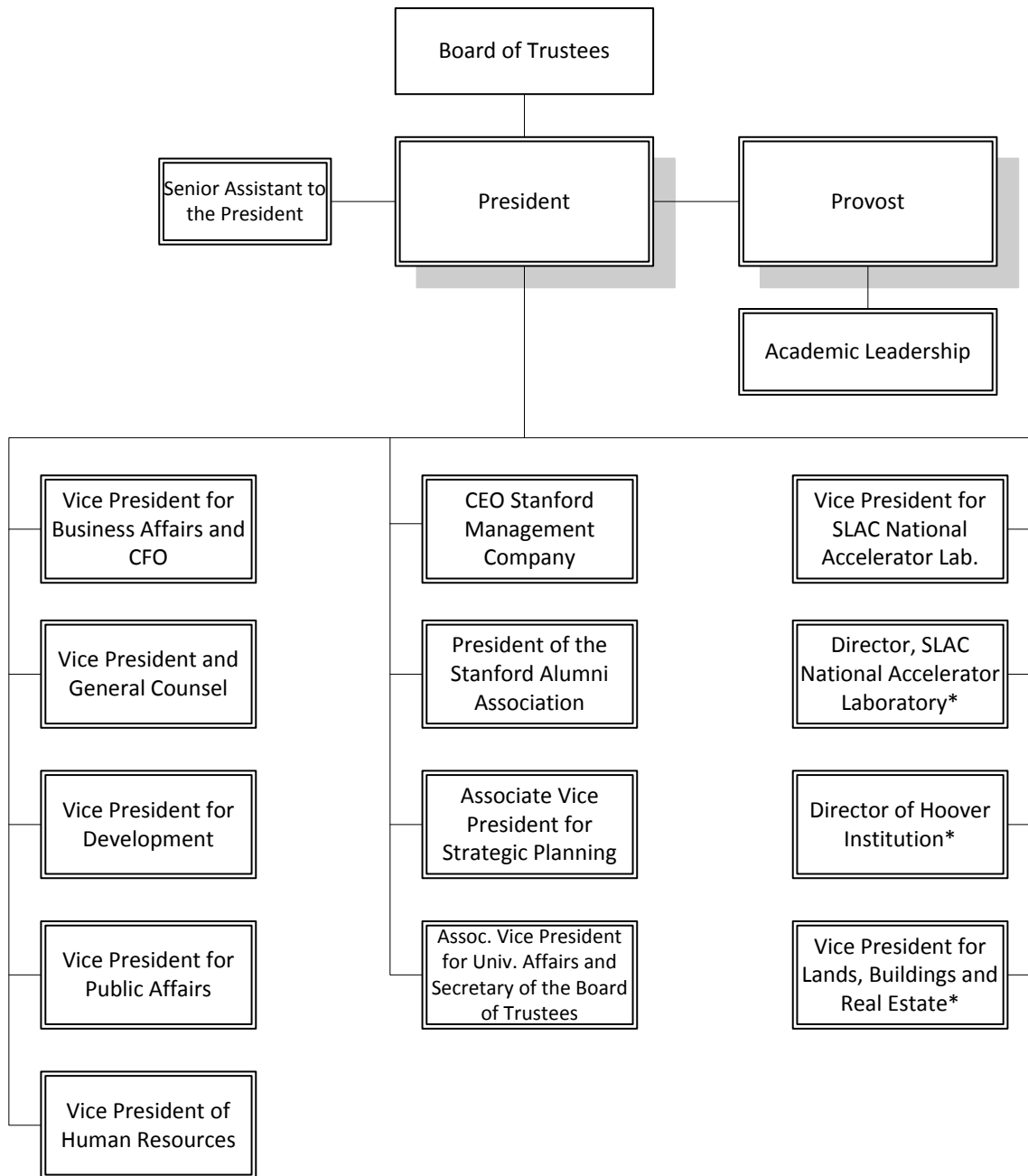
8,180 acres of land with 700 major buildings

70 departments and 18 independent labs,  
centers and institutes

# Facts Stanford University

## Seven Schools:

- Business
- Earth Sciences
- Education
- Engineering
- Humanities and Sciences
- Law
- Medicine

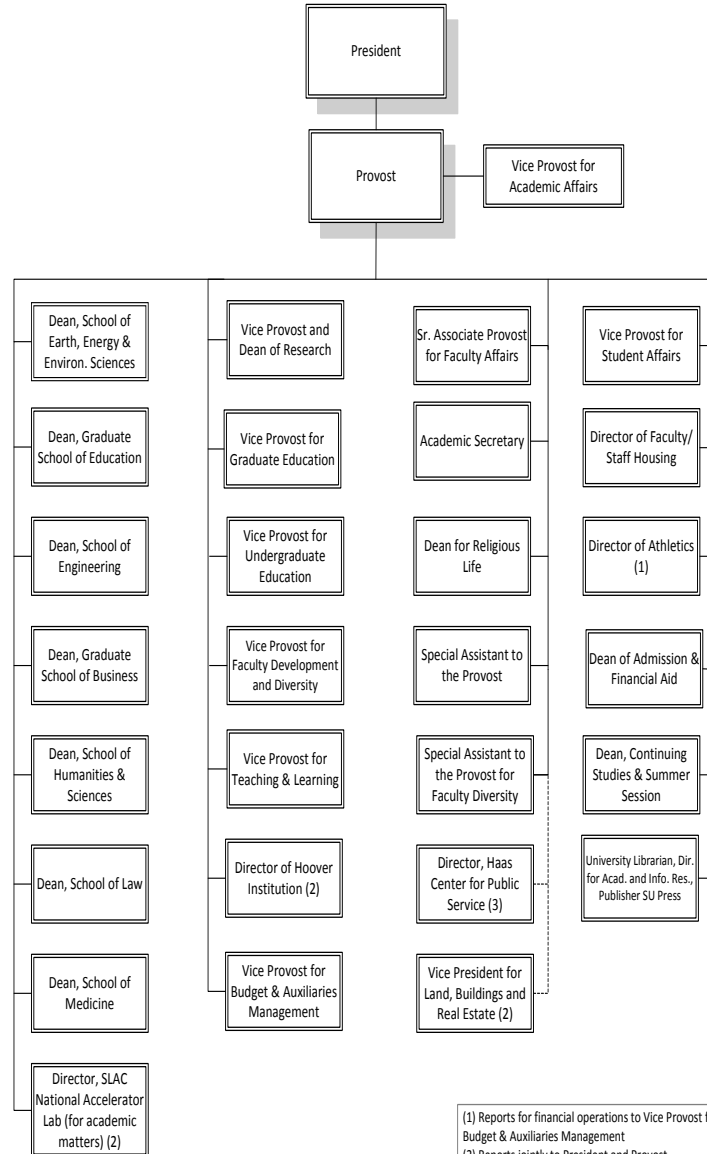


# Board of Trustees

- The Board of Trustees (maximum membership of 38) is custodian of the endowment and all the properties of Stanford University
- The Board administers the invested funds, sets the annual budget, and determines policies for operation and control of the university
- The Board also appoints the president



## Organization Chart: Provost



(1) Reports for financial operations to Vice Provost for Budget & Auxiliaries Management  
 (2) Reports jointly to President and Provost  
 (3) Reports jointly to the Provost and the Vice Provost for Student Affairs

# Stanford University Governance

President Marc Tessier-Lavigne

- Stanford's 11<sup>th</sup> president, started 9/1/2016
- Responsible for the management of the University and all its departments, including the physical plan and administration of the business activities



# Stanford Governance

## Provost Persis Drell

- Chief academic and chief budgetary officer of the University
- Administers the academic program, including both instruction and research
- Coordinates the administrative and support functions of the University with its academic purposes

# Campus Life: The Arts

## Arts and Culture

- Arts District
- Stanford Live and Bing Concert Hall
- Cantor Center for Visual Arts
- Anderson Collection
- Roble Gym theater and dance productions



# Campus Life: Recreation

## Athletics and Fitness:

- 35 varsity sports
- 3 general recreation facilities (AOERC, ACSR, Ford Center) and 2 pools (AOERC, Avery)
- Recreation classes
- BeWell@Stanford: employee incentive program that encourages healthy lifestyles

# Parking and Transportation

- Parking & Transportation Services at 340 Bonair Siding Road
- Marguerite Shuttle: free public shuttle around campus, Caltrain station, SLAC, VA, shopping
- Parking permits required for on campus parking



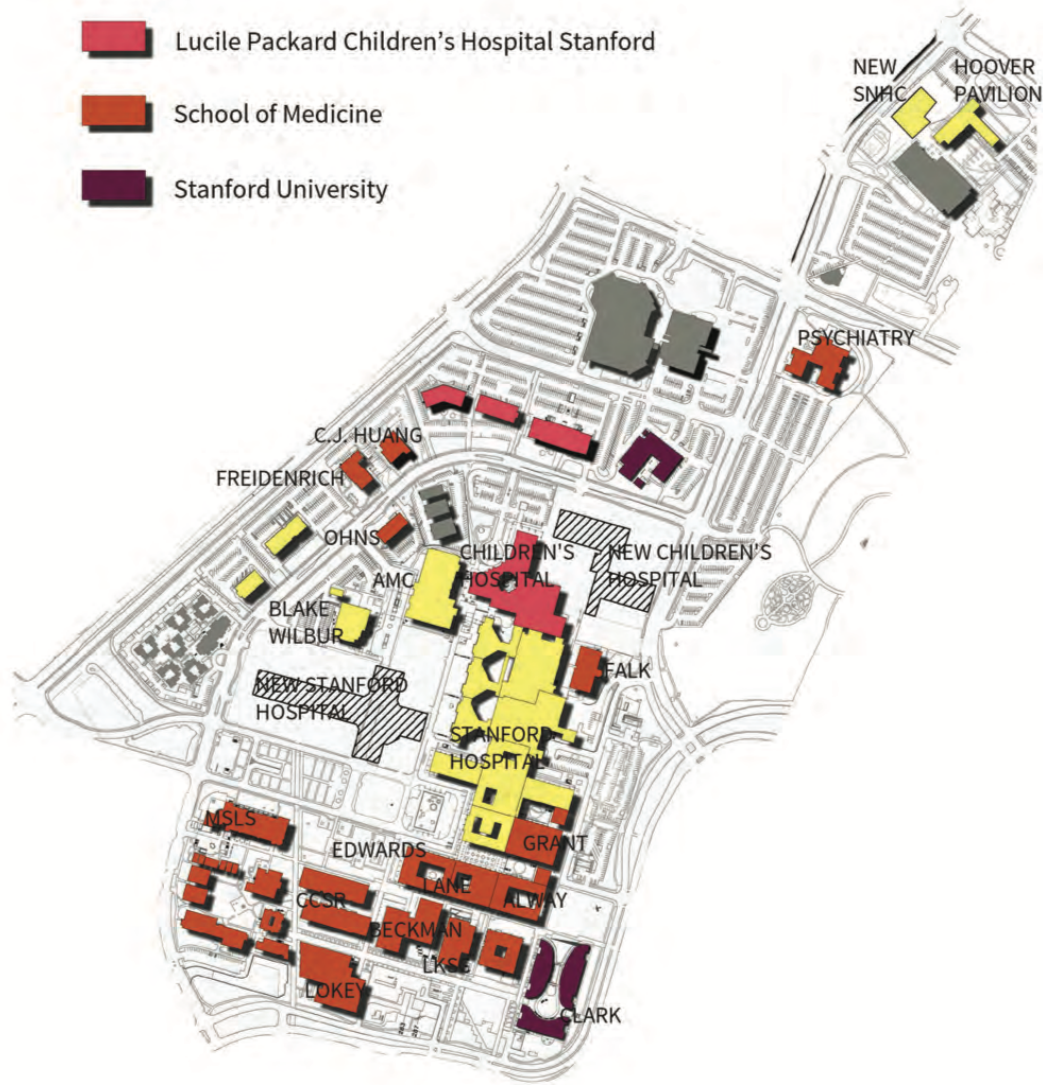
# Dining and Shopping

- Over 30 dining options on campus
- Stanford University Bookstore on Lasuen Mall
- Stanford Medical Store in LKSC
- Stanford Shopping Center

# Stanford Medicine

- Stanford Medicine consists of Stanford University School of Medicine, Stanford Healthcare and Lucile Packard Children's Hospital Stanford
- It encompasses the work of those who carry out the shared missions of teaching, research and clinical care

-  Stanford Health Care
-  Lucile Packard Children's Hospital Stanford
-  School of Medicine
-  Stanford University



# School of Medicine



Li Ka Shing Center (LKSC)



# New Stanford Hospital



# Lucile Packard Children's Hospital Stanford Expansion



# Stanford Medicine Governance

- The university is the sole member in two separate, tax-exempt corporations, Lucile Packard Children's Hospital at Stanford and Stanford Health Care
- Each of the hospitals is governed by its own board of directors
- The directors are appointed by the university as the member of the corporations

# Hospital Boards of Directors

- Each board has the general corporate and fiduciary responsibilities for the operation of the hospital, including approving the budget, setting policies for operations and control of the hospital
- They also appoint the CEO of each hospital

# Stanford Medicine Leadership



Lloyd B. Minor, MD  
Dean, Stanford University  
School of Medicine



David Entwistle  
President and CEO, SHC



Christopher G. Dawes  
President and CEO, LPCH  
Stanford

# Stanford Medicine Leadership

- The School of Medicine is led by Dean Lloyd Minor who oversees selection of and appoints the chairs of each of the school's departments
- Dean Minor is a professor of Otolaryngology-Head and Neck Surgery and a professor of Bioengineering and of Neurobiology, by courtesy
- He plays an integral role in setting strategy for Stanford Medicine

# Stanford Medicine Leadership cont'd

- Vice Dean: Linda Boxer, MD, PhD
- 10 Senior Associate Deans:
  - Clinical Affairs: Norm Rizk, MD
  - Faculty Devel & Diversity: Yvonne Maldonado, MD
  - Finance & Administration: Marcia J. Cohen
  - Global Health: Michele Barry, MD
  - Grad Ed & Postdoc Affairs: William Talbot, PhD

# Senior Associate Deans cont'd

- 10 Senior Associate Deans:
  - Maternal & Child Health: David K. Stevenson, MD
  - Medical Education: Neil Gesundheit, MD
  - Research: Mark Cullen, MD
  - Strategy & Communications: Priya Singh
  - Veterans Affairs: Lawrence Leung, MD





# SoM Departments

- 30 departments and 4 institutes:
- Basic science:
  - Biochemistry: Suzanne Pfeffer
  - Biomedical Data Science: Carlos Bustamante
  - Bioengineering (with SoE): Jennifer Cochran
  - Chemical and Systems Biology: James Chen
  - Developmental Biology: Roel Nusse
  - Genetics: Michael Snyder



# SoM Basic Science Departments

- Basic science:
  - Health Research Policy: Loren Baker
  - Microbiology & Immunology: David Schneider
  - Molecular & Cellular Physiology: Miriam Goodman
  - Neurobiology: Tom Clandinin
  - Structural Biology: William Weis

# SoM Clinical Departments

- Clinical Departments:
  - Anesthesia: Ron Pearl
  - Cardiothoracic Surgery: Joe Woo
  - Comparative Medicine: Sherril Green
  - Dermatology: Paul Khavari
  - Emergency Medicine: Sam Shen, Mary Hawn (interim co-chairs)
  - Medicine: Bob Harrington
  - Neurology: Frank Longo

# SoM Clinical Departments cont'd

- Clinical Departments:
  - Neurosurgery: Gary Steinberg
  - Obstetrics & Gynecology: Leslee Subak
  - Ophthalmology: Jeff Goldberg
  - Orthopaedic Surgery: Bill Maloney
  - Otolaryngology-H&N Surgery: Rob Jackler
  - Pathology: Tom Montine
  - Pediatrics: Mary Leonard



# SoM Clinical Departments cont'd 2

- Clinical Departments:
  - Psychiatry & Behavioral Sciences: Laura Roberts
  - Radiation Oncology: Quynh Le
  - Radiology: Sam Gambhir
  - Surgery: Mary Hawn
  - Urology: Eila Skinner

# Stanford Institutes of Medicine

- Stanford Cancer Institute: Bev Mitchell
- Stanford Cardiovascular Institute: Joe Wu
- Stanford Institute for Immunity,  
Transplantation & Infection: Mark Davis
- Stanford Institute for Stem Cell Biology &  
Regenerative Medicine: Irv Weissman

# SoM Faculty Senate

- The Senate represents and serves as a voice for faculty in the SoM
- It provides a forum for discussion and communication and collaborates with and advises the Dean on matters related to the School of Medicine as well as its faculty and students
- The Senate will report to and be accountable to the faculty and will carry out its responsibilities in collaboration with the Dean and the academic leadership of the School

# Integration with Stanford University

## Stanford Bio-X

- A university-wide initiative that supports and facilitates interdisciplinary research connected to biology and medicine; led by Carla Shatz
- Founded in 1998; includes more than 700 faculty from more than 60 departments in 5 schools across the university
- Located in the Clark Center



# ChEM-H

## Chemistry, Engineering & Medicine for Human Health

- A joint venture among the SoM, H&S, and SoE
- Mission is to strengthen the chemical foundations of biomedical science and to accelerate molecular discoveries that transform human health; includes 88 faculty
- Directed by Chaitan Khosla



STANFORD  
M E D I C I N E

# Stanford Neurosciences Institute

## SNI

- A campus-wide brain research initiative to help understand how the brain gives rise to mental life and behavior
- Led by William Newsome
- SNI and ChEM-H will share a new building on Campus Drive across from the SoM

# Spectrum

## Stanford Center for Clinical and Translational Research and Education

- An independent center within the university that aims to transform pioneering lab and clinical research into promising solutions that improve human health
- Provides pilot grants, training programs, resources and services
- Led by Mark Cullen and Harry Greenberg with the NIH CTSA grant



STANFORD  
M E D I C I N E

# Faculty

Four faculty lines:

- University Tenure Line (UTL)
- Non-tenure Line-Research and Teaching (NTL)
- Medical Center Line (MCL): started in the 1980s
- Clinician Educator (CE): started in 2004-2005
- There is a cap on the number of UTL, NTL, and MCL faculty (requires billets)



STANFORD  
M E D I C I N E

# Faculty Populations

UTL: 436

MCL: 548

NTL: 75

CE: 1376

CE-Affiliated: 581

Adjunct Clinical Faculty: 752

Adjunct: 104

Instructor: 122

Lecturer: 13

Active Emeritus: 54

Visiting Faculty: 90

Visiting Scholar: 179



STANFORD  
M E D I C I N E

# Diversity

- Diversity is a core value at Stanford, and we strive to create an inclusive culture
- In an inclusive environment, all faculty members feel valued for their contributions
- The Office of Faculty Development and Diversity serves the needs of all faculty, but many of the programs include a specific focus on women and underrepresented minorities

# Leadership Academy

## Stanford Medicine Leadership Academy (SMLA)

- To empower future faculty leaders with the necessary leadership qualities to advance their careers and lead teams, the SMLA was started in 2014
- This 15-month program includes change projects, consultation and coaching, learning sessions, interviews and networking



STANFORD  
M E D I C I N E

# Revenue Sources

- Academic medical centers rely on multiple sources of funding: clinical income, sponsored research, endowment, gifts, royalties and tuition
- Most medical schools use clinical income to subsidize research and education
- In FY17, clinical revenue is 41% of the school's revenue and sponsored research is 30%



# Finance and Administration

- Stanford Medicine is financially healthy
- The school is one of two formula schools at the university; the school, and the two hospitals independently retain their revenues and are responsible for their expenses

# Finance and Administration cont'd

- There are funds flow agreements with both hospitals
- These allow for competitive and market rate compensation for the clinical faculty
- All of the clinical departments have surpluses, and they are responsible for managing their resources

# Space

- There are 1538 net assignable square feet of academic use space (net assignable space is the area of a floor or office suite that is suitable for occupancy)
- Two-thirds of the academic use space is on campus
- 47% of the space is assigned for research use

# Community Engagement

- Stanford Medicine has a commitment to improve human health locally and around the world
- The Office of Community Health (OCH) builds and sustains partnerships with local community-based organizations, public health care departments and health care systems

# Questions?

- Questions about Stanford University or Stanford Medicine?