

Stony Brook School of Medicine
Faculty Senate Meeting
November 22, 2005

Dr. Cedric Priebe (Presiding)
Dr. Scott Johnson (Recording)
Attendance: Please see attendance roster.

Dr. Priebe called the meeting to order at 5:05 pm.

I. Review of Minutes of Meeting of October 25th 2005:

Dr. Johnson

- Minutes of the October 25th meeting were accepted as written. Dr. Priebe asked that if anyone had any questions or concerns regarding the previous minutes to address them with him or S.Johnson.

II. Address by the SOM Dean

Dr.Fine

- Dr. Fine addressed the Senate and gave the following presentation, entitled “The First Hundred Days,” emphasizing the initial period of his leadership. The presentation outlines some of his thoughts on where we’re going with the SOM.

Clinical Enterprise

- Appoint vice-dean for clinical affairs- Dr. Biancaniello appointed to this position
- Appoint Associate Dean for Administration- position formerly held by Derinda Pell as Associate Dean for Administration and Finance. These 2 titles will now be separated into 2 different positions.
- Evaluate the relationship between CPMP and the Dean’s office – (medical center)
 - Resurrect the BCD recommendations- evaluate if any are still viable.
 - Expedite the pursuance of a medical office bldg on “campus”
 - Assess clinical productivity of faculty: can we establish benchmark’s RVUs?
 - Establish standards of accessibility for clinical care
- Change the leadership structure of the cancer center
 - Director
 - Associate Directors
 - Integrate all outpatient cancer activities at the Ambulatory Cancer Pavilion
- Develop a paradigm to establish Integrated Centers of Excellence at the “Medical Center”
- Pursue the development of a Center of Human and Molecular Genetics
- Collaborate with UH CEO in expediting relationships with other hospitals in Suffolk county – “The Alliance”
 - Establish clinical relationships with Departments of SOM to improve clinical care and initiate an academic environment
 - CSH, ELIH, BMH
 - EMS, Neurosurgery, OB/GYN, Urology

Research

- Appoint Vice-Dean for Research
- Establish a robust “Clinical Trials” office
- Include research component in all the “Centers of Excellence” paradigm
 - Vigorously pursue translational research
- Inventory all SOM laboratory facilities
 - Assess utilization

- Pursue submission of GCRC grant renewal application
- Prepare the necessary components to compete for CSTA

Education

- Meet with each SOM Chair to assess faculty
- Pursue increasing class size to 125 students/year
- Acquire funding to equip the Simulation Lab
- Pursue pre-evaluation of 4th year curriculum
- Establish, enhance and reward faculty commitment to participate in the educational progress of the SOM
 - “unavailability is unacceptable”
- Pursue the objective of 100% attendance by students at lectures
- Incentivize faculty to pursue excellence in teaching
 - Faculty incentive adjusted to evaluations of presentation
- Increase diversity by obtaining increased scholarship funding
- Work with the CEO and Director of Nursing to increase bed capacity and limit extended time in the ER

Miscellaneous

- Appoint Associate Dean for Finance
- Assess current and future space needs of the SOM
- Link medical center support of departments to participation in medical school activities
 - Hospital committees
 - SOM committees
 - Attendance at committees
- Require attendance of SOM department chair (or representative) at MEC, Clinical Chairs, SOM Chairs Meetings
 - Limit meetings to one hour
 - Start on time and end on time
 - Subcommittees to delineate contentious/complicated issues and provide guidance to the committee
- Meet with each department chair of SOM to assess current activities and establish future goals
 - Develop paradigm for periodic departmental evaluation
 - Establish paradigm for assessing productivity
 - Assess need for renovation
- Capital campaign priorities
 - Children’s Hospital
 - Cancer Center
 - Cardiac Center
 - NICU/Perinatal Center
 - Endowed chairs
 - Cody Center
 - Research support
 - Scholarships
 - Recruitment of basic/clinical scientist who is established annually
 - Centers of Excellence
- Dr. Sussman suggested adding a position to the Dean’s office-Vice Dean for Community Service. He suggested considering Aldustus Jordan for this position. Dr. Fine appreciated the recommendation but stated that duties involving community service would be performed by the Vice Dean for Clinical Affairs.
- Dr. Priebe asked Dr. Fine how he would go about acquiring the necessary resources to carry out his plans for improvement. Dr. Fine has discussed his plans with

President Kenny and has indicated that resources will be necessary for their implementation. Dr. Fine has negotiated with President Kenny to acquire the necessary resources.

- Dr. Fine explained his strategy to develop the structure for integration of translational research through “Centers of Excellence.” How it will be done is dependent upon collaboration between the basic science and clinical departments. Dr. Fine will work on fostering this collaborative environment.
- Dr. Fine was questioned whether he has considered strengthening the ties between the SOM and the VAMC-Northport. Dr. Fine has yet to meet with the VAMC-Northport leadership, but has plans to meet with them soon.
- Dr. R.Parker asked Dr. Fine his opinion on whether the new relationship between NUMC and NSUH-LIJ will affect the teaching of our medical students. Dr. Fine stated that there is no evidence that our present academic relationship with NUMC will change. However, he did state that we need to consider expanding our academic environment to Central Suffolk Hospital and Brookhaven Memorial Medical Center. The increased class size of the SOM cannot go forward unless we ensure sufficient clinical experiences for our students.

III. Address by the SOM Vice Dean for Clinical Affairs

Dr. T. Biancaniello

- Dr. Biancaniello described how he was initially recruited to the Dean’s office in 1993 by Dr. Cohen to improve the clinical practice. Soon thereafter he was made the Medical Director of the hospital to work on improving the hospital’s performance, given the sanctions which had been imposed on the hospital.
- In his new role as Vice Dean for Clinical Affairs he will coordinate efforts between the hospital and the SOM.
- Dr. Schiavone asked Dr. Biancaniello his thoughts on the SOM and hospital’s relationship with CPMP. Dr. Biancaniello explained that there are several initiatives in progress at CPMP which can be coordinated with the hospital, such as web-based programs, and electronic medical records.
- Dr. Biancaniello addressed a question regarding the reporting hierarchy in the SOM and how the nursing and social work leadership is incorporated into this hierarchy. He stated that under Bruce Schroffel’s leadership he met frequently with the nursing leadership to solve problems.

IV. Address by the Vice President of the HSC

Dr. Edelman

- Dr. Edelman stated he is very pleased with the new SOM leadership.
- Dr. Edelman gave a brief overview of the HSC programs and specifically described the most popular first year elective course in the HSC - HSC 500. This course brings together students from all 5 schools of the HSC to acquire common knowledge and work together to solve problems. The course teaches a mutual respect for all HSC students.
- Dr. Edelman then reported on the graduate program in public health, a program he is most excited and pleased about. One degree is offered; the MPH degree. It has been especially attractive to medical students who are looking to pursue the MPH degree and also helps the SOM to recruit strong candidates.
- Dr. Edelman also reported that the HSC is developing an institute to perform population based health care research, working with the county and NYS DOH.

V. Report of the Chair of the Committee on Resource and Academic Planning (RAAP)

Dr. Bahou

Conclusion/Recommendations:

- • Cannot reach these levels without involving more (Clinical) faculty
- • Cannot reach these levels without CLEAR
- Institutionally-defined goals
- • Cannot reach these levels without UNIFIED Missions

Issues Driving Recommendations

- SOM, University Hospital, CPMP MUST BE aligned
 - Faculty size is small (lower 30% of SOMs)
- SHARED VISION for clinical and research programs
- Vision must INTEGRATE Clinical Faculty (and Residents/Fellows) into Translational Research
- One NIH Clinical Center of Excellence (GCRC)
- Have suboptimally taken advantage of Federal dollars for expansion (i.e. doubling of NIH budget)
- More and more research is collaborative and interdisciplinary – We are NOT structured for this transition: (NIH CTSA initiatives will force this issue)

Issues

- Most issues have been delineated before
- Most of the recommendations have been made in other contexts (Strategic Plan, RAAP 2001)
- Most of the recommendations will be appearing in the University 5-year plan
- The appointment of the Dean, Vice-Dean/Clinical Affairs, and reporting structure to UH are primary changes that may CATALYZE CHANGE
- Recommendations/Assessment: Education
- Recommendations/Assessment: Academic Mission
- Recommendations/Assessment: CPMP
- Recommendations/Assessment: Reorganization
 - Institutes/Centers - Rationale
 - Build on strengths
 - Interdepartmental and interdisciplinary (engineering, wireless technology)
 - Must integrate translational component (ie Alzheimer's, SPORE)
 - Specialty care for patients/research
 - Allow for focused interdepartmental recruitments
 - Provide infrastructure for Junior Faculty and Students/Residents/Fellows
 - Benefactors identify with diseases
 - Integrate into commercialization, technology transfer, and small business development
- Recommendations/Assessment: Reorganization

- Dr. Priebe commended Dr. Bahou and the RAAP committee for an outstanding job.
- Dr. Simon complemented Dr. Bahou for his vision in integrating the basic science and clinical faculty to foster translational research. Dr. Simon commented that the formula for success that the basic science faculty has enjoyed as independent research entities is coming to a close. The basic science faculty will need to embrace their role in translational research.
- One faculty member pointed out that a model of translational research already exists in the Institute for Molecular Cardiology, which comprises faculty from the departments of Cardiology, Physiology and Bioengineering.
- Dr. Bahou commented that the weakness of this program is that it is not completely funded by the program project in terms of Clinical Centers of Excellence where patients actually go to be seen for their disease.
- All new faculty recruitments need to be focused, and revolve around themes. Recruitment should only proceed if they are the best people for the job. Faculty

without track records of independent research will unlikely succeed in this initiative of improving translational research.

- Dr. Sussman asked that the details of Dr. Bahou's PowerPoint presentation be distributed to the entire faculty.
- Dr. Fochtman questioned Dr. Bahou as to how we will be able to implement an initiative with increased research among students and fellows when we have such a small cadre of faculty with protected time for research
- Dr. Bahou responded by recommending a strategy to obtain NIH K30 grants to support the infrastructure for education. Phase II would look to obtain larger grants to support faculty salaries. Stony Brook is recognized for having strong basic science research but we are weak in clinical research and translational research.

VI. Approval of Members of Faculty Assistance Committee

Dr. Kallus

- Given the lack of remaining time, Dr. Priebe, instead of Dr. Kallus, asked the Senate to approve the following members nominated for the Faculty Assistance committee:
- 3 Basic Science Members:
 - Dr. Howard Crawford
 - Dr. Sanford Simon
 - Dr. Linda Tseng
- 5 Clinician Members:
 - Dr. Lester Kallus, Chair
 - Dr. David Baker
 - Dr. Daniel Baram
 - Dr. Cara Harth
- The Faculty Senate approved all members unanimously.

VII. HSC Nominees for the University Council on Faculty Rights and Responsibilities: Dr. Priebe

- Dr. Priebe reported that the University Provost approved the nominees for the University Council on Faculty Rights and Responsibilities:
 - Dr. Marie Gelato
 - Dr. Jo Jesty

VIII. Nominations for HSC Academic Advisory Committee, the HSC Advisory Committee on Faculty Appointments.

Dr. Priebe

- **Nominees for HSC Academic Advisory Committee**
 1. Dr. Cedric Priebe
 2. Dr. Harris Cohen
- **Nominees for the HSC Advisory Committee on Faculty Appointments.**
 1. Dr. Latha Chandran
 2. Dr. Edward Nord

IX. New Business

- Dr. Priebe reminded the Senate of the upcoming faculty educational retreat on December 10th at Sunwood.
- The next Faculty Senate meeting will be on **Tuesday January 31st at 5pm.**
- The meeting was adjourned at 6:40 pm.