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[IUSM Home](#) • [Office of Public & Media Relations](#) • [Scope Archives](#)

- [Message from the Dean: Data-Driven Management](#)
 - [Match Day: Food, fun & residency assignments](#)
 - [Applications sought for competency director](#)
 - [Evening of the Arts is March 27](#)
 - [AMWA Women's Health Week March 22-25](#)
 - [Abortion topic of Ethics At Lunch program](#)
 - [PDA Brown Bag Lunch-n-Learn](#)
 - [Latin American Medical Student conference begins Friday](#)
 - [Food drive sponsored by CMA and SNMA](#)
 - [IUSM discounts offered at bookstore](#)
 - [BioCrossroads Board of Directors, Executive Committee named](#)
 - [Technology Business Resource Center has moved](#)
 - [IUPUI campus smoking survey online](#)
 - [Diabetes conference addresses treatment controversies](#)
 - [Human subject conference - April 19-20](#)
 - [NSF seeks proposals for program funding](#)
 - [This week on *Sound Medicine*](#)
 - [IUSM Special Events Calendar online](#)
 - [Submissions to SCOPE](#)
-

Message from the Dean: Data-Driven Management

As I compare our accomplishments the past few years against the strategic plan we completed in 2000, I am pleased to find that a large number of the specific tasks we set, particularly in the education and research missions, have been accomplished. These have led to measurable, and in most cases, remarkable improvements in the quality of our medical school.

However, one major task that we set for ourselves that has not been accomplished is the implementation of “mission-based management.” To me this term is a misnomer. I think a more accurate description is data-driven management (DDM) that importantly has additional attributes of transparency and being more broadly participatory.

The bitter truth is that today a number of our budgetary decisions are based more on historical precedent than on data. Moreover, it is based on history that goes back so far in our past that the rationale is forgotten. Certainly, our world has evolved since then—but our methodology has not. We surely would not manage our own finances this way.

We need to develop a better way to make important decisions, and we will need your wisdom and input in doing so. We will need to be able to set priorities that reflect our values and we will need to be able to do so as a group (participatory), based on solid data (data-driven) and with full disclosure (transparency) of how resources are being expended.

We have spoken with several medical schools that have implemented similar processes, including Penn State and the universities of Wisconsin and Maryland. Most have described it as a transforming process that has led to a greater sense of participation by the faculty, a stronger sense of community, and better decision making. That having been said, any time change occurs, there is accompanying angst.

This letter is to announce that we are starting down this path. The first step is our forming a steering committee composed of a broad representation of the School’s leaders. The committee will lead and guide the entire effort and

will serve as the oversight body for the project.

This communication is the first of several that you will receive in the next few months regarding the DDM initiative. I am looking forward to working on this project that I believe is critical to our future and will keep you informed of our progress. I also ask for your support as we work together to continue to improve the Indiana University School of Medicine and position it for continued future success.

Craig Brater, MD
Dean, IUSM

[BACK TO TOP](#)

Match Day: Food, fun & residency assignments

On March 18, 253 IUSM students achieved a milestone by matching to residency programs across the nation where they will continue their medical training.

Students in the Class of 2004, who will receive their medical degrees on Mother's Day, May 9, accepted residency positions in 29 states, including Indiana. Among the Match Day highlights:

- 51 percent of the students will pursue at least part of their residencies within Indiana
- 91 students will be residents at IU Hospital, Riley Hospital for Children and other Clarian Health facilities
- 41 percent of IU School of Medicine graduates will enter primary-care programs, which includes internal medicine, family medicine, pediatrics, obstetrics/gynecology, primary and combined internal medicine-pediatrics

Additional information the National Resident Matching Program can be found at www.nrmp.org. The National Residency Matching Program, with the results released each year during the third week of March, is the main pathway by which most medical school graduates enter their residency training under the supervision of veteran physicians.

Highlights of the IUSM event in the atrium of VanNuys Medical Science Building can be viewed at www.medicine.indiana.edu/news_releases/viewRelease.php4?art=73.

Students - many in costumes ranging from a cow to a buccaneer - were treated to a meal before they got down to the serious business of the Match. As tradition goes, each student deposited a dollar in bed pan before being handed their envelope. The last student called to the podium then gets the "pot." Emily Chui was the happy winner of \$252.

[BACK TO TOP](#)

Applications sought for competency director

The IUSM Curriculum Council seeks a director for the “Using Science to Guide Diagnosis, Management, Therapeutics, and Prevention” competency.

The competency director will work with course and clerkship directors, faculty from all IUSM Centers for Medical Education, students and the Dean's Office for Medical Education and Curricular Affairs to facilitate the teaching, assessment, development and documentation of students' competence in this area.

Candidates must have experience in teaching and assessing the scientific knowledge base in undergraduate medical education and have at least 20 percent protected time from their department to dedicate to this role.

Interested individuals should submit a letter of interest, a curriculum vita,

and a letter of support from their department chair that specifically addresses the candidate's protected time for the position to Paula Smith, Medical Education and Curricular Affairs, EF 200, 317-274-4556 or psmith4@iupui.edu.

Applications should be received no later than **Friday, April 2**. Electronic applications are encouraged.

Additional information about the competency curriculum can be found at <http://meca.iusm.iu.edu/>.

[BACK TO TOP](#)

Evening of the Arts is March 27

The 13th annual Evening of the Arts, featuring medical students displaying their vocal, instrumental and dance talents, will be at 7:30 p.m., Saturday, March 27, at the University Place Conference Center auditorium.

Artwork and photography produced by the medical students will be on display and sold that evening at a silent auction.

Proceeds from Evening of the Arts will help people served by Wheeler Mission, Horizon House Day Center, Salvation Army, Genessaret Free Clinic, St. Thomas Clinic and Indianapolis homeless programs.

“We have a lot of fun putting Evening of the Arts together and entertaining the public, but the event also reminds us that as aspiring physicians we must be committed to serve our communities and people,” says Micah M. Bhatti, who co-chairs the event with fellow medical student James Smith.

Tickets went on sale March 8 and are \$12 for adults and \$10 for students. They can be reserved via email at iusmeota@iupui.edu, or by calling 274-

7173. Reserved tickets can be picked up and paid for in VanNuys Medical Sciences Building, room 162. For additional information, see the EOTA Web site at <http://www.iupui.edu/~iusmeota>.

Tickets also will be sold at the door.

[BACK TO TOP](#)

AMWA Women's Health Week March 22-25

The American Medical Women's Association is hosting three presentations during Women's Health Week March 22-25. All the presentations will be at noon in VanNuys Medical Science Building, room 326.

The schedule includes:

Monday, March 22 – Dawana Stubbs, MD, "Domestic Violence: The Physician's Role"

Wednesday, March 24 – Lisa Harris, MD, "The State of Wishard"

Thursday, March 25 – A family panel

For additional information, contact Megan Tarr, MS 4, at metarr@iupui.edu

[BACK TO TOP](#)

Abortion topic of Ethics At Lunch program

"Abortion: Ethical Responsibilities of a Clinician" is the topic of a Thursday, March 25, noon panel discussion cosponsored by Medical Students for Choice and the OB-GYN Student Interest Group. The Ethics At Lunch

presentation will be in the VanNuys Medical Science Building, room B26.

Speakers will be Donald Cline, MD, Hua Meng, MD, and Deborah Bartz, MD, all of the IUSM Department of Obstetrics and Gynecology. Jose Espada will moderate the discussion which will explore how physicians can respect patients' autonomy and personal beliefs.

Lunch will be served.

[BACK TO TOP](#)

PDA Brown Bag Lunch-n-Learn

Medical students, residents, faculty and staff are invited to attend the third PDA Brown Bag Lunch-n-Learn session, which will be from 12:15 p.m. to 1:15 p.m. Friday, March 26, in Van Nuys Medical Sciences Building, room B26.

David Chernov of PatientKeeper is the speaker. PatientKeeper is an application for patient information management.

The presentation is WebEx which means participation is via a PC/laptop with an Internet connection and a phone. For groups gathering to view the presentation, a PC/laptop with an Internet connection and hooked up to an LCD projector and a speaker phone would work well.

Contact Mary Beth Nance at mnance@iupui.edu, or Amy Hatfield at ajhatfie@iupui.edu, to get the URL address, 800 phone number and setup instructions for the presentation. Participants will need to connect to the website at least 10 minutes prior to the start of the presentation.

[BACK TO TOP](#)

Latin American Medical Student conference begins Friday

The 14th annual conference of the National Network of Latin American Medical Students Midwest Region will be March 26 and 27.

The purpose of the conference is to bring together Latino pre-medical students, medical students, residents and physicians from the Midwest who are interested in the health care of their communities. A series of workshops on the health care needs of the Latino community, student leadership and education opportunities will be Saturday, March 27, from 8 a.m. to 4:45 p.m. in the Riley Hospital Outpatient Conference Center auditorium.

The conference will begin on Friday night with a dinner and conclude Saturday evening with a banquet and dance at the Indianapolis Arts Garden.

The cost for the conference is \$10 for pre-med students and \$15 for medical students and physicians. The banquet is an additional \$30 for physicians. Registration forms can be obtained from Trina Helderma at thelderm@iupui.edu, or from Lilly Santeliz at lsanteli@iupui.edu.

Conference registration can be done at the door the day of the conference.

Reservations for the banquet are requested by 5 p.m., **Monday, March 22.**

[BACK TO TOP](#)

Food drive sponsored by CMA and SNMA

The Christian Medical Association and the Student National Medical Association are sponsoring an Easter food drive from now until April 17.

Canned goods and non-perishable food items can be dropped off in the basement of the VanNuys Medical Science Building. Boxes are provided

near the student mail boxes and outside room 164.

[BACK TO TOP](#)

IUSM discounts offered at bookstore

In recognition of National Doctor's Day, the JAGS Bookstore in the Union Building is offering a 25 percent discount on all IUSM apparel and gift items.

The special begins Monday, March 29, and ends Saturday, April 3.

[BACK TO TOP](#)

BioCrossroads Board of Directors, Executive Committee named

Officials from corporate, academic and the public sector will lead BioCrossroads, central Indiana's life sciences consortium. The names of the full board of directors were announced last week, following the early-February adoption of a corporate-style organizational structure for the two-year-old effort to make central Indiana a global life sciences hub.

As previously announced, August (Gus) Watanabe, MD, former Eli Lilly executive vice-president and president of Lilly Research Laboratories, will serve as board chairman.

Also named to the board was IUSM Dean Craig Brater, MD.

Other board members are:

Robert Compton - President, NoInk Communications

Hon. Kathy Davis - Lieutenant Governor, State of Indiana

Daniel Evans - President, Clarian Health Partners

David Goodrich - President, Central Indiana Corporate Partnership
Dr. Adam Herbert - President, Indiana University
Dr. Martin Jischke - President, Purdue University
David Johnson - Partner, Baker & Daniels
Wade Lange - President, Indiana Health Industry Forum
Dr. Beverly Lorell - Vice-President & Chief Medical Officer, Guidant
Dr. Martin Madaus - President, Roche Diagnostics
Dr. Samuel Nussbaum - Executive Vice President and Chief Medical Officer, Anthem
Dr. Steven Paul - Executive Vice President, Eli Lilly & Company
Jerome Peribere - President and CEO, Dow AgroSciences
Hon. Bart Peterson - Mayor, City of Indianapolis
Daniel Peterson - Vice President Industry and Government Affairs, Cook Group
Dr. Charles Rutledge - Director, Discovery Park, Purdue University
Charles Schalliol - President and CEO, BioCrossroads

Today, BioCrossroads also announced the members of its executive committee. They are Brater, Jischke, Peterson, Schalliol and Watanabe.

"It's a testament to the civic energy surrounding BioCrossroads that we were able to attract such a distinguished group to guide this initiative," said Watanabe. "The BioCrossroads board represents private industry, academia and the public sector. We have leaders in business, in research, in entrepreneurship and health care - everyone has a seat at the table.

"The composition of this group reflects the diversity of assets that makes central Indiana a great place to do groundbreaking scientific work and build life sciences businesses," Watanabe added.

The Board will oversee a variety of projects designed to promote economic development and entrepreneurial growth within the targeted industry sectors - agribiotech, bioimaging, biomarkers, biosensors, cardiovascular, cancer, evidence-based medicine, neurosciences, protein analysis and sports

centered life sciences. BioCrossroads will continue to be an important project initiative supported by the Central Indiana Corporate Partnership and its members.

BioCrossroads is central Indiana's life science consortium, a public-private collaboration that supports the region's research and corporate strengths while encouraging new business development. See www.biocrossroads.com for more information.

[BACK TO TOP](#)

Technology Business Resource Center has moved

The Technology Business Resource Center is open and assisting clients after its move from Bloomington to the IU Emerging Technologies Center in Indianapolis. The TBRC provides a variety of services to Indiana entrepreneurs, governmental units and technology-based companies.

The center is an arm of the Indiana University Advanced Research and Technology Institute formerly known as the Industrial Research Liaison Program.

Among its functions, TBRC will help small businesses shepherd federal Small Business Technology Transfer and Small Business Innovation Research grants through complicated approval processes. The U.S. Congress established the STTR and SBIR programs to help small, technology-oriented businesses compete with larger businesses nationally and internationally.

ARTI offers free seminars on obtaining SBIR grants on a quarterly basis, said Mark Long, president and chief executive of ARTI. Long can be reached at 317-278-1901, or by email at mstrong@indiana.edu. To contact the TBRC, call 317-278-1901, or e-mail iuetc@iuetc.org.

[BACK TO TOP](#)

IUPUI campus smoking survey online

Recommendations regarding the policy for smoking on the IUPUI campus are under review by Chancellor Charles Bantz, IUSM Dean Craig Brater, MD, and Karen Whitney, vice chancellor and dean of students.

The recommendations are the result of a four-year review process to update the campus smoking policy. Committee recommendations, formulated from extensive discussion in Staff Council, Faculty Council and student groups were presented to the chancellor's office in September 2003.

As part of that review process, the campus was asked to participate in a survey of attitudes regarding proposed policy changes on smoking on the IUPUI campus. The results of that survey can be viewed at <http://survey.imir.iupui.edu/results/smoking>.

According to Stephen Jay, MD, chair of the IUSM Department of Public Health and chair of the IUPUI campus smoking committee, the majority (67.4 percent) of the 1,300 survey respondents favor a smoke-free perimeter of 50 feet or more outside campus buildings. He also noted that 25 percent of the respondents want a smoke-free campus.

[BACK TO TOP](#)

Diabetes conference addresses treatment controversies

Controversies in the treatment of diabetes is the theme of Diabetes Update IV, a symposium offered by the IUSM Department of Medicine, Division of Nephrology, Wednesday, April 14. The day-long conference will be at the University Place Conference Center.

Guest faculty are Thomas Buchanan, MD, program director, General Clinical Research Center, USC Keck School of Medicine, and Juan Frias, MD, senior director of medical affairs at Amylin Pharmaceuticals.

IUSM presenters are Rattan Juneja, MD, Mark Deeg, MD, Kieren Mather, MD, Paris Roach, MD, Sue Robbins, RD, Stephen Sawanda, MD, Myron Weinberger, MD.

Continuing medical education credits are offered.

For more information, call 274-8353. Online registration is available at <http://cme.medicine.iu.edu>.

[BACK TO TOP](#)

Human subject conference - April 19-20

Washington University School of Medicine Human Studies Committee is sponsoring a National Human Subject Protections Conference entitled, "From the Past to the Future: Evolving Research Issues" April 19-20 in St. Louis.

The conference is held in cooperation with the University of Missouri in Columbia, the OHRP, FDA, DVA and DHHS.

For online registration and conference information, see www.medicine.wustl.edu/~hsc/education/conferenceindex.

[BACK TO TOP](#)

NSF seeks proposals for program funding

The National Science Foundation issued invitations for proposals for funding in two programs:

The **Partnerships for Innovation Program** supports partnerships among academe, the private sector and state, local or federal government that will explore new approaches to support and sustain innovation. Only U.S. universities and colleges located in the U.S. and its territories and possessions are eligible to submit proposals.

Partners may include other academic institutions, nonprofit organizations, private sector firms, entrepreneurs, venture capitalists, state and local government entities, trade and professional associations and federal laboratories.

Approximately \$9 million in 2004 funding is expected to be available for 15-25 awards, each of up to \$600,000 for a total of 2-3 years. Proposals are due **Monday, May 17**. More information is available at www.nsf.gov/pubsys/ods/getpub.cfm?nsf04556.

The **Small Business Innovation Research and Small Business Technology Transfer Programs** seeks to stimulate technological innovation in the private sector by strengthening the role of small business concerns in meeting federal research and development needs, increasing the commercial application of federally supported research results, and fostering and encouraging participation by socially and economically disadvantaged persons and women-owned small businesses.

Approximately \$17.5 million is expected to be available for 150 awards. Only companies qualifying as small business concerns are eligible to submit proposals, which are due between **May 9 and June 9**. More information is available at www.nsf.gov/pubsys/ods/getpub.cfm?nsf04551.

[BACK TO TOP](#)

This week on *Sound Medicine*

Tune in at noon, Saturday, March 27, to Sound Medicine, the weekly radio program co-produced by IUSM and WFYI Public Radio (90.1 FM) in Indianapolis. The program is hosted by Diane Willis. This week's co-host is David Crabb, MD.

The estrogen-only replacement therapy clinical trial that was discontinued early because results showed an increased risk of stroke will be discussed by Jacques Rossous, MD, from the National Institutes of Health.

Robert Einterz, MD, director of the IUSM-Moi University program, will discuss two new grants, totaling more than \$16 million, that will allow IUSM and Moi University to continue their work of HIV/AIDS treatment and prevention in Kenya.

Arthur Kramer, PhD, Univ. of Illinois at Urbana-Champaign, will discuss his research that shows physical fitness can help protect the aging brain of older adults from memory and cognitive losses.

Archived editions of Sound Medicine, as well as other helpful health information, can be found at soundmedicine.iu.edu.

[BACK TO TOP](#)

Online IUSM calendars

A comprehensive listing on IUSM seminars, lectures and Grand Rounds can be accessed at www.medlib.iupui.edu/calendar. To place items on the Scientific Calendar, please forward them to Iona Sewell at imsewell@iupui.edu.

A Special Events Calendar for presentations, symposiums, conferences and other activities at IUSM can be found on the School's Web page at www.medicine.iu.edu. The calendar also can be accessed directly at webdb.iu.edu/iusm/scripts/calendar/instr.cfm.

[BACK TO TOP](#)

Submissions to Scope

Scope wants your news items.

The deadline for submission is 8:30 a.m. on Fridays. *Scope* is published electronically and sent to faculty, staff, students, and residents.

There are four easy ways to submit story ideas or information to *Scope*:

- fax the information to 278-8722
- e-mail the information to mhardin@iupui.edu
- mail the information to Mary Hardin, Z-7, Ste. 306, IUPUI
- paste your plain text message into *Scope* Web form on the IUSM faculty & staff page: <http://medicine.iu.edu/faculty>

Contributions submitted by e-mail should be forwarded in 12 point, plain text format.

To keep the electronic version of *Scope* as streamlined as possible, only seminars and lectures of general or multidisciplinary interest will be included.

[BACK TO TOP](#)

