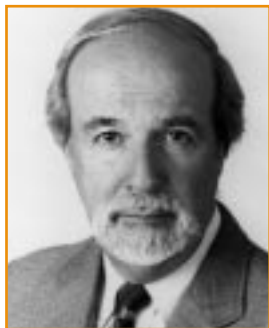


NEWS

A MESSAGE FROM THE VICE DEAN

Mission-Based Management: Education Mission



Frank M. Calia, MD, MACP, Vice Dean

The rapid evolution of mission-based management (MBM) is an important priority for the medical school and was highlighted in the School of Medicine's Strategic Plan. In order to achieve this management strategy, it is necessary to understand the resources required to support the School's clinical, research and educational missions. Mission-based management will be utilized to identify these resources and their appropriate deployment.

The School began using MBM three years ago by implementing a central budget and monitoring the flow of funds across departments and programs. We now have a much clearer picture of the source and use of all funds. The next phase, currently underway, is the development of tools to measure the workload of each mission within departments and programs.

We have found that measuring the education workload is challenging. Developing innovative educational programs takes effort that is difficult to measure. Our faculty teaches a diverse group of students and trainees in multiple venues. Faculty are engaged in teaching medical students, residents, clinical and research fellows, graduate students, post doctoral trainees, allied health trainees, etc. Teaching occurs in lecture halls, laboratories, conference rooms and at the bedside. Another confounder is the interdisciplinary structure of our courses, which makes more complicated the process of "crediting" a department or faculty member for participation in a course. Clinicians provide a significant amount of teaching in courses offered in the first two years of the medical school curriculum. Quantifying this activity at the faculty and department level has been a challenging endeavor. Once acceptable tools are developed, we will allocate resources to support the educational activities and provide incentives for teaching excellence.

The Fiscal Affairs Advisory Committee, in its role of recommending measures to help the School achieve its missions, reviewed a model that identifies faculty educational contribution by department for each year of medical school. Although the tools require refinement, the initial results were comparable across courses and provided a reasonable view of faculty effort. We will continue to refine the model and expand it for all types of students and trainees. This tool will assist chairs in managing their resources toward common School of Medicine goals.

Special thanks go to Drs. Bruce Jarrell and David Mallott and Ms. Louisa Peartree for undertaking the design of the instrument to measure education output.

Kernan endowment establishes faculty chair in orthopaedics

Thanks to a generous \$3 million gift from the Kernan Hospital Endowment Fund, the University of Maryland School of Medicine has established the James Lawrence Kernan Professor and Chair as an endowed faculty chair in the Department of Orthopaedics.

"I am deeply grateful for this generous gift," said Dean Donald E. Wilson, MD, MACP. The new chair will "provide leadership for the development of new cutting-edge clinical and academic programs, and maintain Kernan's international reputation as a preeminent orthopaedic hospital and teaching institution," he said.

The gift also allowed Dean Wilson to elevate orthopaedics from a division within the Department of Surgery to its own department status. "Creating an endowed chair strengthens orthopaedic care, education and research throughout the School of Medicine," said Dean Wilson.

The Kernan Hospital commemorates James Lawrence Kernan, a colorful Baltimore businessman and philanthropist whose generosity created an orthopaedic hospital for children in 1911. The hospital became part of the University of Maryland Medical System in 1985. Today, orthopaedic programs at Kernan include total joint replacement, hand surgery, spinal reconstruction, pediatric orthopaedics, traumatology and sports medicine.

Born in Baltimore in 1838, Kernan attended Loyola College and Mount St. Mary's College. He worked initially in the dry goods business and as a clerk for the B&O Railroad before enlisting in the Confederate Army. After the Civil War, Kernan opened a successful hotel and owned several popular vaudeville theatres. As his fortunes grew, Kernan served as the city park commissioner and established a reputation as a generous philanthropist.

In 1909, a teacher at the Hospital for Relief of Crippled and Deformed Children asked Kernan to loan the hospital a piano for an entertainment event.

When Kernan learned that the teacher was the daughter of Confederate raider Col. John S. Mosby, with whom he had fought, he decided instead to donate the piano. But that was only the beginning of Kernan's generosity. Kernan bought a 60-acre estate and mansion and donated it to the hospital that now bears his name. Shortly before his death, Kernan donated \$10,000 to the institution, and in his will, provided the hospital with an annual income of \$20,000.

This latest gift will enable the University of Maryland School of Medicine to continue to keep Kernan's legacy to the children of Baltimore and the medical community alive and healthy.

A Publication for the
Faculty & Staff of the

University of Maryland

School of Medicine

Quick Studies

Eugene D. Albrecht, PhD, professor, Departments of Physiology and Obstetrics, Gynecology & Reproductive Sciences, and director, Center for Studies in Reproduction, presented new information on the effect of estrogen on programming of the fetal ovary and adrenal gland at the Annual Meeting of American Physiological Society in Orlando, Florida, in April.

Edson X. Albuquerque, MD, PhD, professor, Department of Medicine, and chair, Department of Pharmacology and Experimental Therapeutics, has been awarded a three-year \$412,000 grant by Janssen Research Foundation to study the "Mechanism and Site of Action of Galantamine."

Robert J. Bloch, PhD, professor, Department of Physiology, was recently awarded \$179,165 for three years by the Muscular Dystrophy Association for his study of "Intermediate Filaments Organizing the Sarcolemma." Dr. Bloch is also the recipient of a 2001-2002 USM Regents' Faculty Award for Excellence in Mentoring. This award is the highest honor that the Board of Regents bestows to recognize exemplary faculty achievement.

William T. Carpenter, Jr., MD, professor, Departments of Psychiatry and Pharmacology & Experimental Therapeutics, and director of the Maryland Psychiatric Research Center, has been awarded a \$50,000 grant from the National Alliance for Research on Schizophrenia and Depression (NARSAD) for his study of research ethics and the issue of informed consent.

Niel T. Constantine, PhD, professor, Department of Pathology, has been awarded a \$2.1 million two-year contract from Prion Developmental Laboratories, through the University of Maryland Biotechnology Institute, to develop a test to detect animals with bovine spongiform Encephalopathy (BSE or mad cow disease) and humans with Creutzfeldt - Jakob disease (CJD), a neurologic disease similar to mad cow disease.

Robert W. Flower, BA, adjunct associate professor, Department of Ophthalmology, recently received an honorary degree from the University of Paris XII in recognition of his contributions to ophthalmology, and in particular, his study of the choroidal circulation of the eye.

Giuseppe Inesi, MD, professor and chair, Department of Biochemistry & Molecular Biology, was awarded a three-year \$750,000 grant from the Human Frontier Science Program in Strasbourg, France. This prestigious grant is designed to foster international collaborations, and will allow integration of mutational analysis and x-ray crystallography in studies of protein structure and function. Dr. Inesi will work with colleagues in Tokyo and Paris.

Myron Levine, MD, PhD, DTPH, professor, Departments of Medicine, Pediatrics, Microbiology & Immunology, and director, Center for Vaccine Development, and **Marcelo B. Sztein, MD**, professor, Departments of Pediatrics and Microbiology & Immunology, received a patent for their "Attenuated Mutants of Salmonella which Constitutively Express the VI Antigen" technology.

Richard B. Thompson, PhD, associate professor, Department of Biochemistry and Molecular Biology, has been issued a U.S. patent for his "Photoluminescent Sensors of Chemical Analytes" invention.

James B. Wade, PhD, professor, Department of Physiology, was recently awarded a four-year \$891,000 grant by the National Institutes of Health/ National Institute of Diabetes and Digestion and Kidney Disease for his study of "Membrane Traffic in AVP Responsive Renal Tubule Cells."

2001 Commencement Schedule

• Thursday, May 24, 2001

PRECOMMENCEMENT CEREMONY

Genetics Counseling

2:00 p.m. @ UMBC (Room adjacent to Ballroom)

(University of Maryland Baltimore County)

Medical & Research Technology

3:00 p.m. @ UMBC (Auditorium)

(University of Maryland Baltimore County)

Physical Therapy

3:00 p.m. @ UMBC (Ballroom)

(University of Maryland Baltimore County)

MD/PhD Robing Ceremony

7:00 p.m. @ MSTF Auditorium (School of Medicine)

• Friday, May 25, 2001

PRECOMMENCEMENT CEREMONY

School of Medicine MD Degree Candidates

8:00 a.m. @ Meyerhoff Symphony Hall

• Friday, May 25, 2001

COMMENCEMENT CEREMONY

University of Maryland Baltimore

3:00 p.m. @ The Baltimore Arena

Keynote Speaker - Lieutenant Governor Kathleen Kennedy Townsend

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Concept Foundry, Design

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