

HOW TO WORK
HOW TO LEAD
HOW TO SUCCEED
IN A NEW ENVIRONMENT

nine stories

*Letter from the Chairman
and President*

FOLLOW THESE STEPS:
PIONEER
EDUCATE
FACILITATE

Today, Jefferson is enjoying success – despite the challenges to academic medicine’s environment. As resources for health education, research and care have become tighter and more competitive, the University has put in place a set of new strategies to guide business. These steps combine our determination to build our institution with a commitment to the ideals of prudent fiscal policy and budgetary restraint. Supporting this determination and commitment is the stability of our senior management team – a group long recognized for its expertise and innovative response to change.

Jefferson administrators, physicians and staff had the foresight to make adjustments early on, avoiding the drastic measures that have become familiar in the new climate of academic medicine. In addition, with shifts in our business and legal relationships, our structure now complements the Jefferson Health System.

Our planning, perseverance and, yes, hard work have held the day for us. This is especially evident compared to the financial challenges faced by academic medical centers. And so we will remain true to our vision and continue to grow at a steady, controlled pace.

Don’t spend more than you can afford. Instead, create the best base for scholarly achievement and then let Jeffersonians work their magic. These have

Jack Farber, Chairman of
the Board, Thomas Jefferson
University, right, and
Paul C. Brucker, MD,
President of the University.



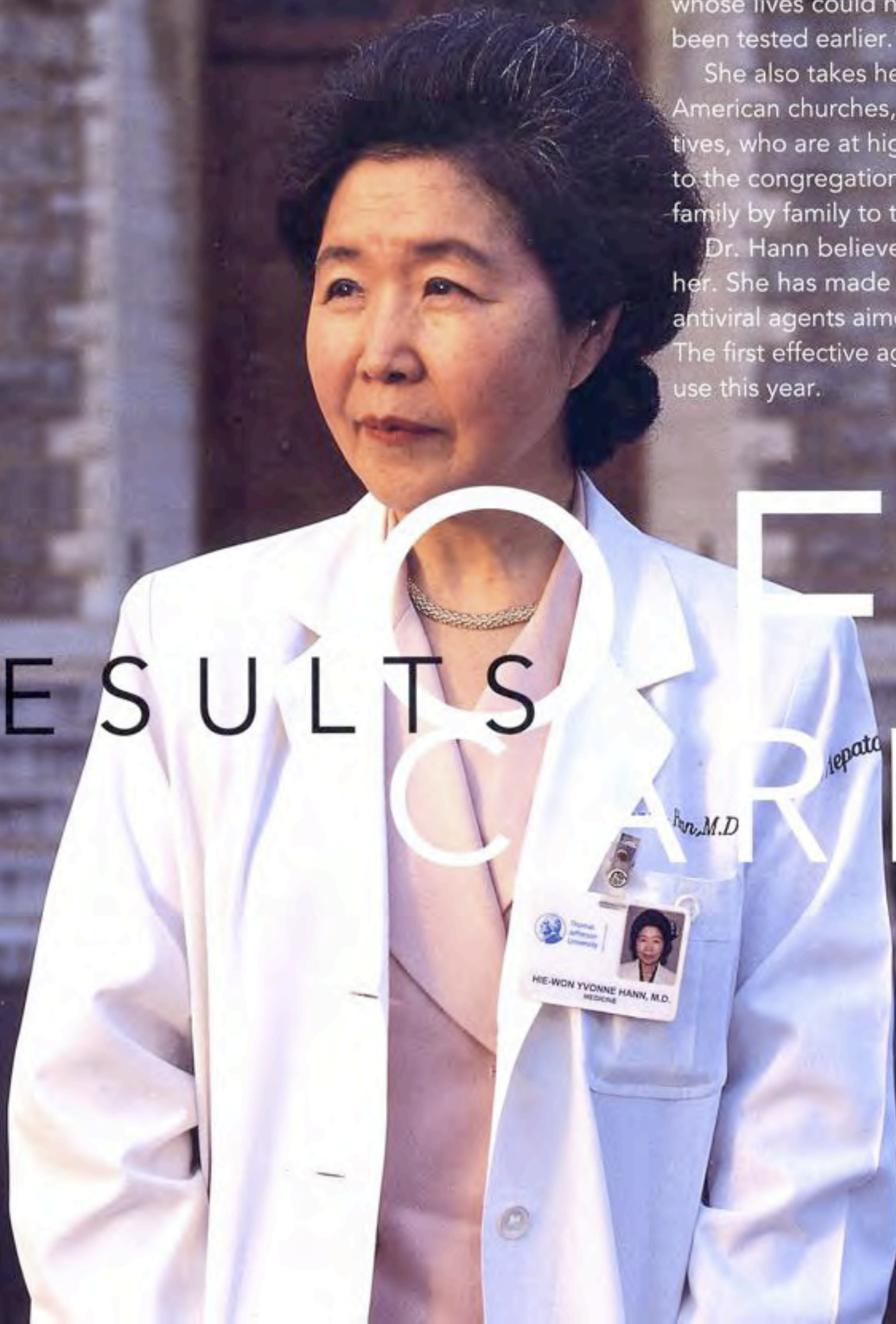
For a doctor, it just doesn't get much better. You spend your life battling one disease and then after decades, you co-author a study that the FDA uses in approving new therapies. Such is the privilege and accomplishment of **Hie-Won Hann, MD**, who has worked against the scourge of hepatitis B, which infects some 300 million people worldwide. A silent disease, it progresses to liver cirrhosis and fatal liver cancer.

In the 60s, Dr. Hann was one of only two women to graduate in her class from the elite Seoul National University Medical School. She completed her residency and an oncology fellowship at Harvard and, 10 years ago, moved her virology-related cancer work to Jefferson. Since then, she has run a Liver Disease Prevention Center where, she says, "We regularly see patients from all over the country and the world, whose lives could have been saved, if they had just been tested earlier."

She also takes her message to East Coast Asian-American churches, to reach immigrants and their relatives, who are at high-risk for infection. Dr. Hann speaks to the congregation and offers blood screening, going family by family to test hundreds at each stop.

Dr. Hann believes that a singular focus has helped her. She has made herself a key player in trials of antiviral agents aimed at curing people already infected. The first effective agent is due to go into widespread use this year.

RESULTS & CARRYING



SEARCH

PASSIONATE

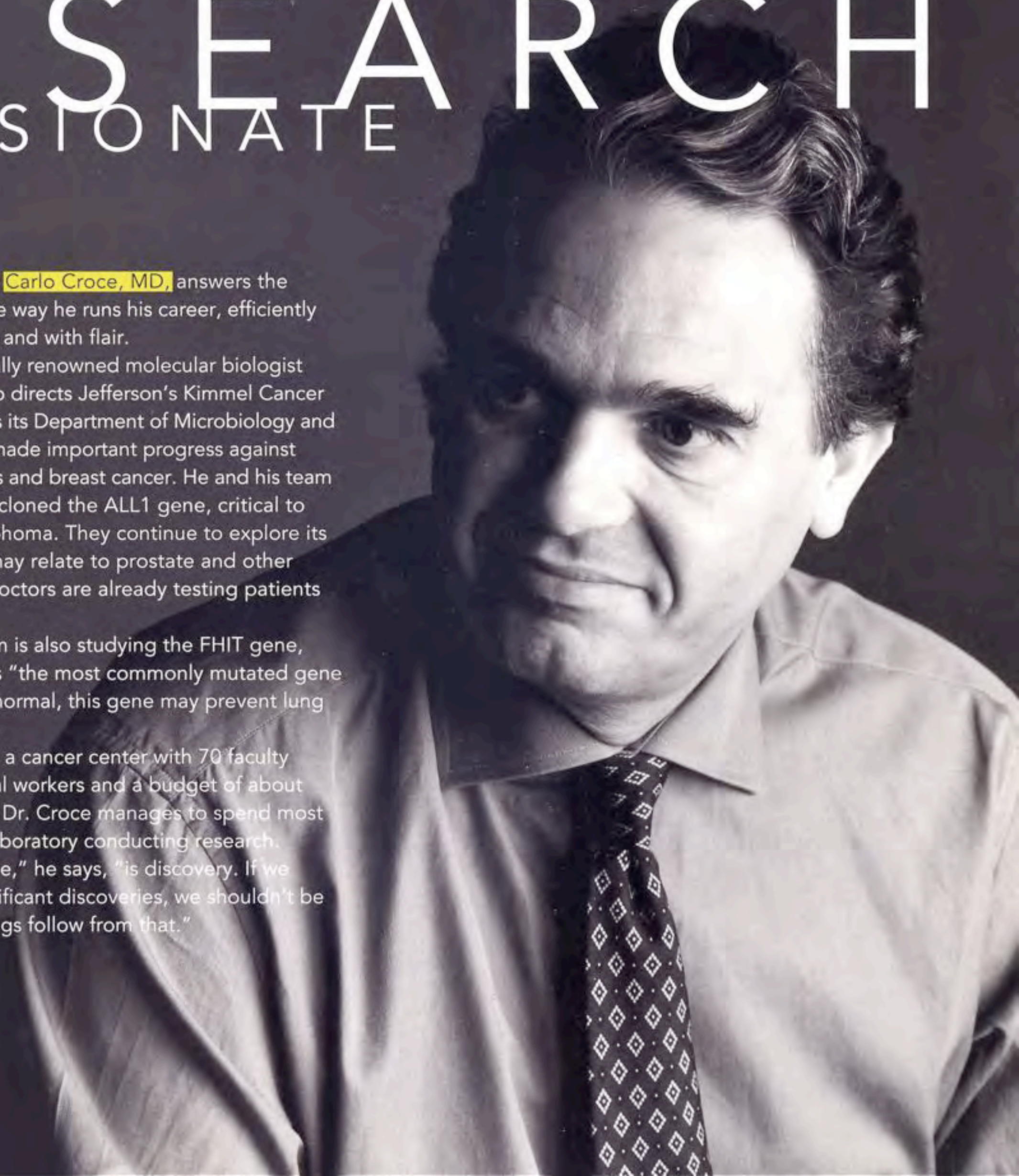
"Pronto." The way **Carlo Croce, MD,** answers the phone suggests the way he runs his career, efficiently and productively – and with flair.

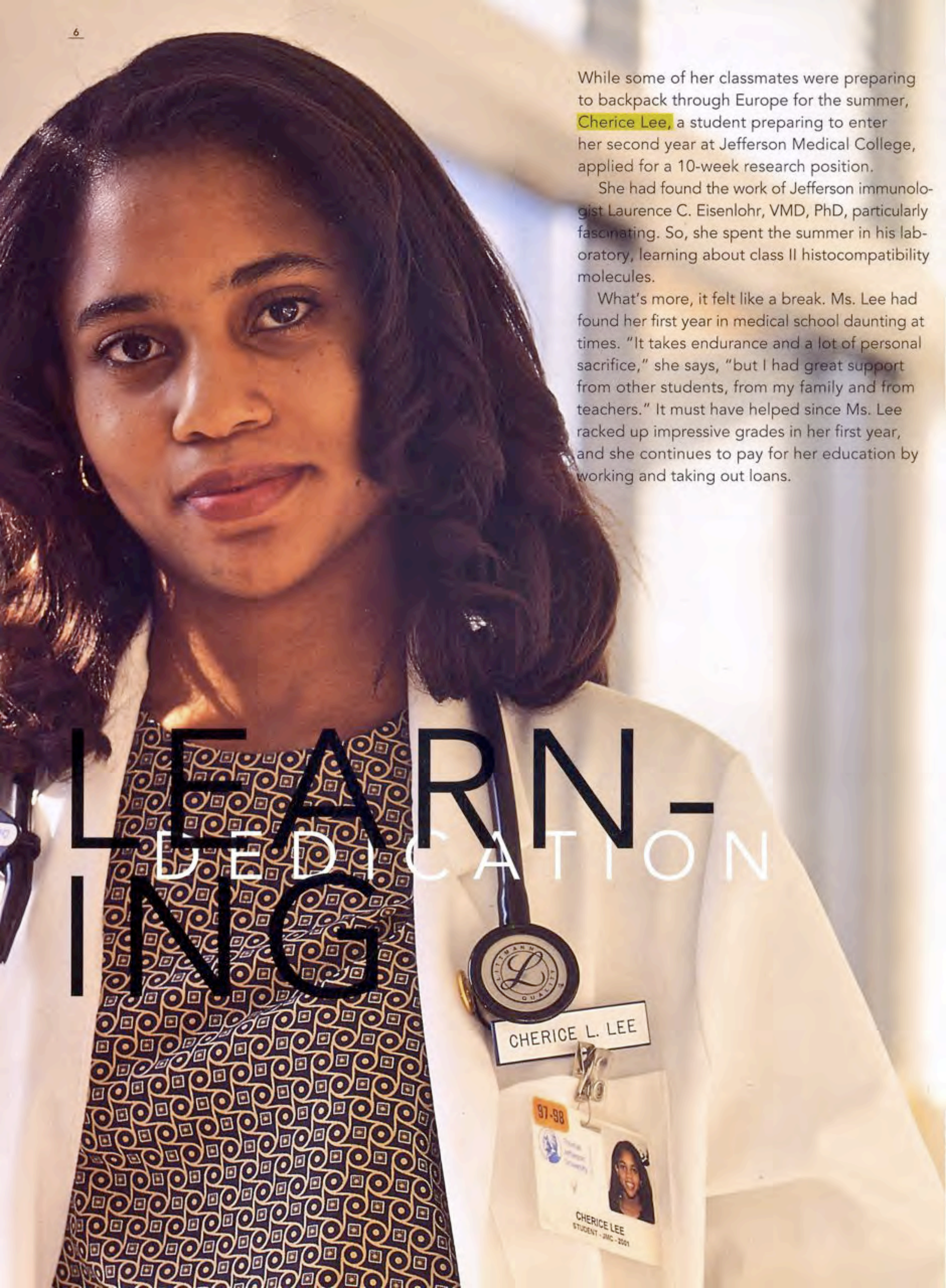
The internationally renowned molecular biologist and geneticist, who directs Jefferson's Kimmel Cancer Institute, and chairs its Department of Microbiology and Immunology, has made important progress against blood malignancies and breast cancer. He and his team have isolated and cloned the ALL1 gene, critical to leukemia and lymphoma. They continue to explore its mysteries, which may relate to prostate and other forms of cancer. Doctors are already testing patients for this gene.

Dr. Croce's team is also studying the FHIT gene, which he considers "the most commonly mutated gene in cancer." When normal, this gene may prevent lung and other cancers.

Despite leading a cancer center with 70 faculty members, 500 total workers and a budget of about \$25 million a year, Dr. Croce manages to spend most of his time in his laboratory conducting research.

"The bottom line," he says, "is discovery. If we aren't making significant discoveries, we shouldn't be here. All other things follow from that."





While some of her classmates were preparing to backpack through Europe for the summer, **Cherice Lee**, a student preparing to enter her second year at Jefferson Medical College, applied for a 10-week research position.

She had found the work of Jefferson immunologist Laurence C. Eisenlohr, VMD, PhD, particularly fascinating. So, she spent the summer in his laboratory, learning about class II histocompatibility molecules.

What's more, it felt like a break. Ms. Lee had found her first year in medical school daunting at times. "It takes endurance and a lot of personal sacrifice," she says, "but I had great support from other students, from my family and from teachers." It must have helped since Ms. Lee racked up impressive grades in her first year, and she continues to pay for her education by working and taking out loans.

LEARNING- MEDICATION INNOVATION

EDUCATING

TEACH OTHERS,

and the benefits come back to you multifold. You learn while you teach, you create a healthier industry, and you gain the loyalty of standout colleagues.

Teaching is the core of what we do. And with its sister organization, the Jefferson Health System, continuing to expand – including the affiliation of Albert Einstein Healthcare Network, Frankford Health Care System, Magee Rehabilitation Hospital, and relationships with Atlantic City Medical Center and others – the University is prepared to step up to even greater educational and research demands.

Curricula at the University have continued to put more emphasis on primary care and on producing well-rounded graduates. With the help of family medicine, psychiatry and other departments, for example, the Jefferson Medical College (JMC) curriculum includes more activities in patient-centered care in the first and second years than ever before:

- Supervised by the Department of Pediatrics, the *JeffKIDS* program pairs medical students with a mother and infant, soon after the child's birth, so that each student can follow a child's medical care for six months.
- The faculty is giving more instruction on and exposure to the effects of culture on medical care.
- Medical students can choose to take an elective class in complementary (alternative) medicine.
- The medical college has also established a liaison office to foster the careers of women in medicine.

New faculty appointees with a spectrum of backgrounds bolster the academic

atmosphere. *Takami Sato, MD*, recently became the first Dr. K. Hasumi Associate Professor of Medicine at Jefferson, with a primary goal of investigating a cancer vaccine used for many patients in Japan. As part of further development of Jefferson's neurosurgery program, its chairman *Frederick A. Simeone, MD*, has recruited faculty members of significant status. In addition, the Department of Obstetrics and Gynecology, chaired by *Ronald J. Bolognese, MD*, continues to reinforce its highly regarded regional position in such areas as maternal-fetal medicine, gynecologic surgery and gynecologic oncology.

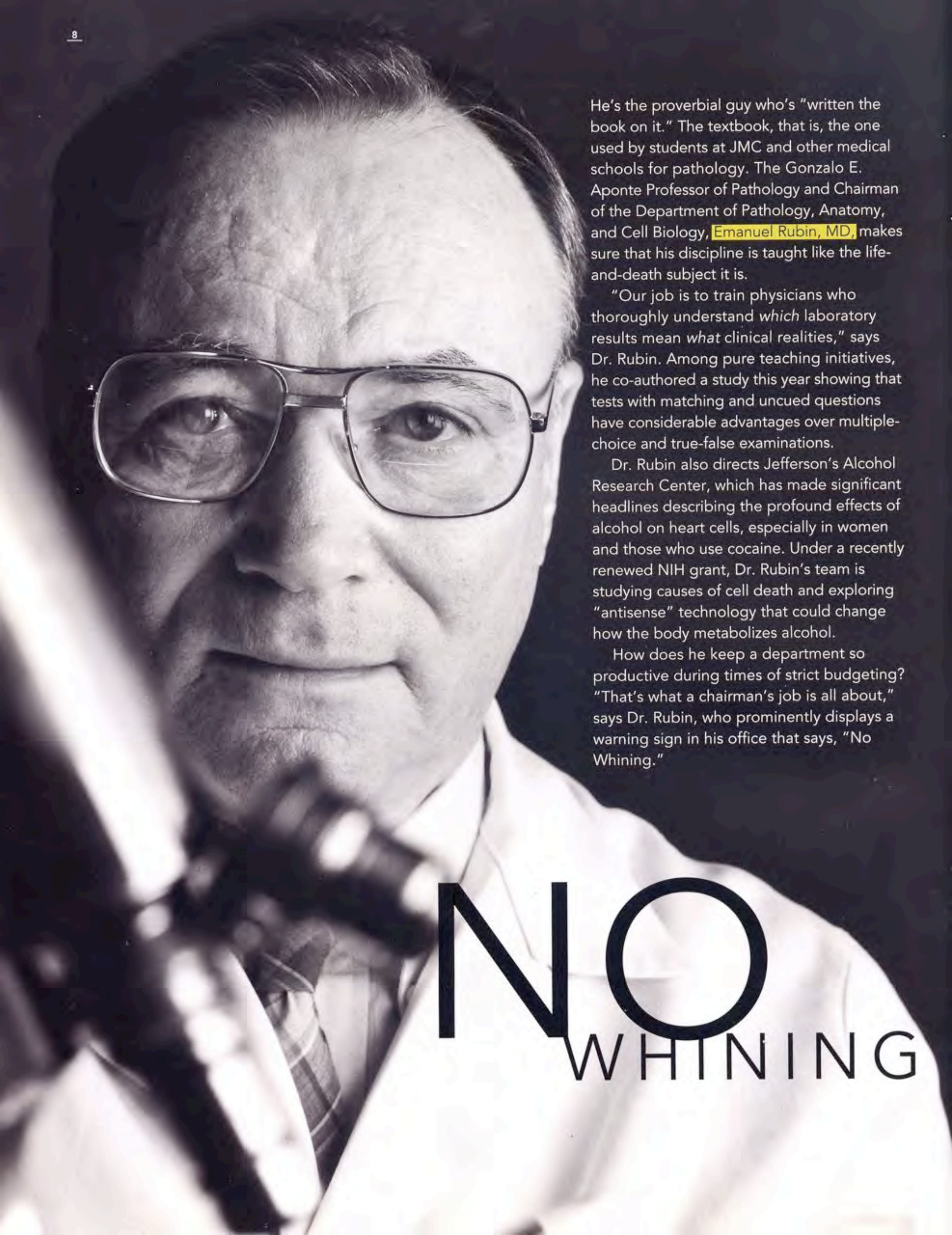
In order to respond to future needs, the College of Graduate Studies (CGS) has added a new PhD program in Cell and Tissue Engineering to its offerings. Meanwhile, the number of employees of pharmaceutical and other biomedical industries to whom the college provides continuing education keeps growing.

Among new department chairs at the College of Health Professions, (CHP), who are nationally recognized educators and scholars is *M. Gary Sayed, PhD*, in Diagnostic Imaging. Dr. Sayed, whose specialty is nuclear medicine, is building on the momentum created by the introduction of CHP's newest degree program,

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cardiovascular technology (CVT), to further diversify the options for diagnostic imaging students to include magnetic resonance imaging and computed tomography.

Students, faculty and employees also continue a well-established Jefferson tradition of community service. Among countless examples was the collaboration of students from all three colleges to provide interdisciplinary healthcare clinics at homeless shelters throughout the Philadelphia area.



He's the proverbial guy who's "written the book on it." The textbook, that is, the one used by students at JMC and other medical schools for pathology. The Gonzalo E. Aponte Professor of Pathology and Chairman of the Department of Pathology, Anatomy, and Cell Biology, Emanuel Rubin, MD, makes sure that his discipline is taught like the life-and-death subject it is.

"Our job is to train physicians who thoroughly understand *which* laboratory results mean *what* clinical realities," says Dr. Rubin. Among pure teaching initiatives, he co-authored a study this year showing that tests with matching and uncued questions have considerable advantages over multiple-choice and true-false examinations.

Dr. Rubin also directs Jefferson's Alcohol Research Center, which has made significant headlines describing the profound effects of alcohol on heart cells, especially in women and those who use cocaine. Under a recently renewed NIH grant, Dr. Rubin's team is studying causes of cell death and exploring "antisense" technology that could change how the body metabolizes alcohol.

How does he keep a department so productive during times of strict budgeting? "That's what a chairman's job is all about," says Dr. Rubin, who prominently displays a warning sign in his office that says, "No Whining."

NO WHINING

EMBRACING CHANGE

A woman with dark hair, wearing a dark blue short-sleeved shirt, is shown from the chest up. She is looking slightly to her right with a gentle smile. Her left hand is raised, balancing a large, bright red ball. The background is a bright, out-of-focus window with a grid pattern. The title 'EMBRACING CHANGE' is overlaid on the image in large, black, sans-serif capital letters. 'EMBRACING' is on the top line, and 'CHANGE' is on the bottom line, with the 'C' of 'CHANGE' being significantly larger than the other letters.

Keeping a lot of balls in the air is what's required when you run an academic department. **Janice P. Burke, OTR/L, FAOTA, PhD**, who in 1998 became Chair of Occupational Therapy (OT) at the College of Health Professions, knows that and is good at it. The college recruited her 10 years ago from University of Southern California, on the strength of her theoretical framework on the future direction of OT, which helped define "occupation" as the activities a person engages in during the course of his or her day.

Dr. Burke's special interest is in pediatric OT. "There's so much happening in the world of a child," she says. "It's complex, fun and magical."

Among the courses Dr. Burke teaches is one on clinical reasoning. She uses second-by-second, stop-action videotape analysis of the interactions of therapists with patients, which can include children and their parents working on a mat using toys or other aids.

Dr. Burke intends to enhance the sense of professional community among occupational therapists, and to respond to resource constraints by taking advantage of what she calls the "the treasure trove of abilities and alliances" her colleagues can make available to themselves by collaborating across faculty, student and clinician lines.

"In healthcare academics today," she says, "there's so much coming at you. It's not enough to constantly relearn or even to grab opportunities as they come – more importantly, you have to *like* change."

Teachers to whom they respond, from whom they learn, and whom they remember – that’s what students want. Jefferson Medical College Research Professor of Family Medicine **James Diamond, PhD**, fits that bill, even if he does teach biostatistics – not exactly students’ most-favored subject. Nevertheless, Dr. Diamond’s biostatistics class in the College of Graduate Studies consistently receives among the highest student evaluations.

His class at the Connelly Conference Center is no spectator event, but an active, student-involving session. “You’ve got to get up, walk around, and *hear* from your students,” he says of the challenge of teaching a group of 50 or more.

Dr. Diamond, who also directs research for the Department of Family Medicine, is from the old school: He assigns weekly homework, marks it by hand over the weekend and returns it at the next class. Then, he holds office hours for anyone who needs extra help.

“I’ve got the best job in the world,” he says. “When I go into that classroom and close the door, for a while nothing intrudes, and everything else is irrelevant. It’s my favorite part of the day.”



FRONT OF A CROWD



IN THE STRENGTH

BOTTOM LINE

Without too much understatement, **Al Salvato**, University Treasurer, can look around and say, "It's been an interesting year" – and a successful one for fiscal management at Jefferson. Mr. Salvato's combination of savvy and old-fashioned, financial horse sense has been key in several accomplishments:

- The University established a stand-alone corporate bond rating of "A," with a "stable" outlook.
- Jefferson restructured and paid off more than \$120 million in debt with the sale of hospital assets.
- Jefferson again achieved investment returns that rank in the top quartile for endowment portfolios.

Each achievement was made through complex transactions and management tasks realized expeditiously, during the same time that the University was meeting budget and operating-surplus goals. How has his staff and the rest of the University been able to do it? "I think our culture is similar to that of any thriving institution," says Mr. Salvato. "People are proud of where they work, they want it to stay at the top, and they have confidence in the leadership. They're willing to work hard and bite the bullet when necessary. Now we see how it's paid off."



PRINDE

PERFORMANCE

Come rain, come sleet, come slow elevators (please!), or pot-holed streets, **Lewis Ford** believes it is his job to get the mail through. And it is. Mr. Ford is a mail distributor for the University Mail Service.

After his daily commute from Newark, DE, he begins his outside mail runs at 8 a.m. Pushing his cart through the campus, Mr. Ford drops off and picks up both interdepartmental and U.S. mail containing urgent and confidential matter, materials critical to research, essential correspondence, substantial research-funding checks, tuition bills, grant proposals and a host of other important items without which the work of the University would come to a halt.

In his 20 years at Jefferson, Mr. Ford has also weathered many workplace changes – including staff restructuring and reductions. He says that understanding his job and co-workers well has helped him to remain valuable.

A sociable person, he likes the constant activity of his job. "People are depending on me," he says. "So I've got to feel within my own heart that I've done my best. The spirit of it is to give in the same way I would want to receive, that is, with a smile – and on time."

Funding sources are expanding for research that bridges engineering and medicine. Intellectual property increasingly results in patents, licensing and spin-off companies in which the University holds equity. Cross-fertilization between disciplines pushes these developments.

For these reasons, Jefferson and other universities collaborate with each other today.

At Jefferson, **Noreen Hickok, PhD**, Assistant Professor of Orthopaedic Surgery, occupies a pivotal position working with another university. She and co-workers are collaborating with biomaterial and electrical engineers, to determine if microlithography (the process used to imprint computer chips) might be used on the surface of artificial joints to facilitate bone growth onto them.

Ten years a researcher at Jefferson, Dr. Hickok says she has learned some important lessons. "As scientists, we like to think of ourselves as open, but sometimes we let our egos and desire to focus solely on our work get in the way. You have to be flexible, talk to people about what you're doing, and freely help others out. When you make yourself available in that way, then the connections for really productive team interactions are forged."



WORK
SMART