

## Dear Alumni and Friends,

**O**N SEPTEMBER 11, 2008, I delivered my second annual “State of the School” address to faculty and staff of the School of Medicine and Biomedical Sciences. Since the address provided an overview of accomplishments over the last year and a description of goals for the future, I thought it would be appropriate to encapsulate it here.

For those of you who want to listen to the presentation in its entirety, please visit [www.smbs.buffalo.edu](http://www.smbs.buffalo.edu) and click on “Dean Cain’s State of the School Address,” under What’s New.

Prior to beginning my summary, I would like to note that this November marks the second anniversary of my serving as dean of our school. Reflecting on this hallmark reminds me of the reasons why I came to UB—reasons that continue to motivate me as I know they do many of you. During my recruitment I saw a real opportunity to strengthen the School of Medicine and Biomedical Sciences and the UB Academic Health Center so that they could better serve the population of Western New York and, secondly, I sensed that there was a critical mass of leadership poised to do this at all levels—in the university, our school, area hospitals and businesses, and in the community. I embrace this opportunity to join these leaders in working to bring about positive changes in our region’s health care and to establish or enhance programs at our school that garner it national and international recognition.

I am pleased to report that examples of this positive change over the last year include: (1) the Jacobs Family’s \$10 million gift in support of the establishment of a Global Heart and Vascular Center; (2) the consolidation of Erie County Medical Center and Kaleida Health System, which allows our school to begin clinical-service line planning; (3) the con-



tinued growth and development of the Buffalo Niagara Medical Campus (BNMC) in downtown Buffalo—a centerpiece of UB 2020, the university’s long-term strategic plan; (4) the opening of the Ira G. Ross Eye Institute on the BNMC—an institute destined to be a national model for medical care and research in the field of ophthalmology; (5) a \$3 million pledge from Ralph Behling MD ’43, to assist in the establishment of a Simulation Training Center; and (6) a \$3 million gift from the Oishei Foundation to establish, with the School of Engineering, a new department of biomedical engineering.

In looking to the future, I have identified eight strategic goals for our school as follow: (1) recruit key leadership positions; (2) develop a mission-based management model for the school, (3) expand and improve health care in Western New York; (4) support research growth and prominence; (5) matriculate strong medical, graduate and undergraduate classes; (6) facilitate mission-based faculty growth; (7) increase and diversify the school’s fiscal resources (currently made up of philanthropic giving, clinical revenue, grants, state support and UB Foundation funds); and (8) successfully tackle operational and financial challenges.

We recently completed the recruitment of a new chair for the Department of Pharmacology and Toxicology, which you can read about on page 22 of this issue of *Buffalo Physician*.

Upcoming chair searches include those for structural biology, pathology and anatomical sciences, pediatrics, dermatology, rehabilitation medicine, biomedical engineering, and radiology. Recruitment of outstanding chairs to lead the school’s departments requires substantial resources but is key to simultaneously moving forward the school’s clinical, research and educational missions.

One need look no further than the school’s participation in UB2020 strengths to see how interdependent these missions are. The school is involved in five out of eight of these strengths, including Molecular Recognition and Bioinformatics, and Health and Wellness Across the Life Span. Our efforts to develop these strengths involve strategic faculty recruitment and the planning of facilities that support their research and teaching activities. In the last two years alone, we have hired 15 faculty for the Molecular Recognition and Bioinformatics strength, six of whom are in our school. Of these new hires, eight are already funded principal or co-principal investigators, and 10 new funding applications have been submitted and are pending review.

Faculty collaborating on the Health and Wellness Across the Life Span are making similar strides in their efforts to fulfill the requirements outlined by the National Institutes of Health (NIH) to receive funding through its Roadmap Initiative and its Clinical and Translational Science Awards consortium, which is aimed at transforming the speed and efficiency with which clinical and translational research programs result in new treatments for patients.

Overall, our school’s total NIH awards increased to \$151 million and our non-NIH awards total \$62 million.

To accommodate these increasingly successful research and clinical translational efforts—and despite some of the budget issues you are all aware of—we are moving ahead with plans to build a Clinical and Translational Research Center (CTRC) with funds that were earlier approved by the state. We will also build a new “incubator” facility in conjunction with the CTRC. Our current plans are to build the CTRC and UB incubator above the new Global Heart and Vascular Center on the BNMC near Buffalo General Hospital. We are also remodeling space on the third and fourth floors of

Farber Hall to provide new laboratories on an interim basis as we recruit faculty.

Another major accomplishment is the formal establishment of UBMD (see article on page 18), which serves as a focal point for consistency in clinical care and ultimately provides key services and infrastructure for our clinical programs, which generated an impressive increase in revenues through calendar year 2007.

I am also very pleased to report that the MCAT scores, science GPAs and overall GPAs of our incoming medical students make the Class of 2012 the strongest cohort that has ever matriculated to the school.

Importantly, over the next year, we will turn our attention to preparing for the LCME accreditation site visit that will take place in October 2011.

A good sign of the increasing health of our graduate medical education (GME) programs is the fact that they are being re-accredited at the four- and five-year intervals. Furthermore, we are making good headway on finalizing the school’s affiliation agreements with the hospitals, the details of which greatly impact on our GME programs.

As this issue of *Buffalo Physician* goes to press, the financial crisis our country is facing introduces great uncertainty into our school’s budget and our ability to plan for the future. We have been mandated by the state to cut three percent from our budget and, potentially, another seven percent or more. These are recurring funds that will not be replenished from year to year.

This situation brings home the realization that our school must continue to do everything possible to diversify its revenue sources and to increase philanthropic giving.

In future issues of *Buffalo Physician*, I will update you on ways I am working with UB’s administration and our school’s faculty, staff, alumni and friends to confront the financial challenges that are now taking shape.

MICHAEL E. CAIN, MD

Dean, School of Medicine and Biomedical Sciences