

**PRACTICAL GUIDE TO
LEADERSHIP AND MANAGEMENT
IN ACADEMIC RADIOLOGY**

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By

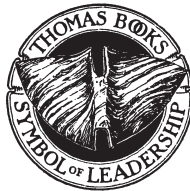
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Chapter 1

INTRODUCTION

In this textbook we intend to provide useful information, especially for the new chair of an academic Radiology department. The topics we have selected were chosen carefully and are based on our collective years of experience attempting to manage our own department but also consult for many others. These topics are often the subjects that we are asked to comment on or present at various management and leadership conferences.

The first topic is the balance among the three primary missions of an academic department, namely, clinical care, teaching, and research. Many departments with residency programs concentrate on clinical care and resident education. These departments may not have much basic research underway but should have clinical trials and produce manuscripts that describe imaging techniques, case series, or outcome studies. As will be described further in the research discussions, only a relatively few academic Radiology departments actually have the infrastructure and faculty to conduct significant basic research.

These three major missions will be described in some depth, with an effort to provide reference materials that, hopefully, will stand the test of time and remain useful over the years to come. In addition, this text will provide guidance about faculty development, departmental organization, marketing and fundraising, and strategic perspectives.

In this book, we will be using our experiences at the University of California, San Francisco (UCSF) since that is the system that we know best. We also incorporate knowledge gained from consulting at other institutions as well as from national and international meetings where many of these topics are discussed.

Before we dive into details, there is one more generalization worth expressing, namely that it almost all boils down to people, money and space! If you have good people, most of the issues that we face can be solved with space and/or sufficient revenue. This assumes the stewards of space and funds, the leaders of the department in this case, are wise in their use of those precious resources. While we have found that enough space and money can usually overcome moderately poor management, we continue to firmly believe that the key ingredient of a great department is people: faculty, staff, and trainees. And, the leadership qualities of the chair and the few senior leaders surrounding the chair can make all of the difference in the world.

Chapter 2

THE SEARCH PROCESS AND NEGOTIATING FOR THE CHAIR

A potential candidate for a chair position needs to understand the search process itself, including the critical political situation that might exist within an institution. Although when you have seen one institution you know about one institution, there are commonalities in the search process of importance. First of all, there is a search committee, comprised of respected members of the academic community. Usually there is at least one faculty member from the home department, but not always. For a chair of Radiology search, often an administrator from the medical center is included on the committee. The chair of the search committee will often be another chair, usually from a large department that interacts with Radiology significantly, such as Medicine or Surgery. The Dean appoints the committee and its chair, often with some input from the medical center CEO.

The committee will then begin to generate a list of potential candidates from various sources, including responses to advertisements primarily in related medical journals. Although these ads rarely generate strong candidates, they can help flush out minority candidates worthy of consideration that might otherwise not surface. For that reason alone, responses to ads must be seriously considered. The list of potential candidates is mostly generated from referrals from existing Radiology chairs or section chiefs from across the country. Sometimes a search firm is used to help with these crucial searches but usually the references are generated from solicited letters or phone calls from members of the committee.