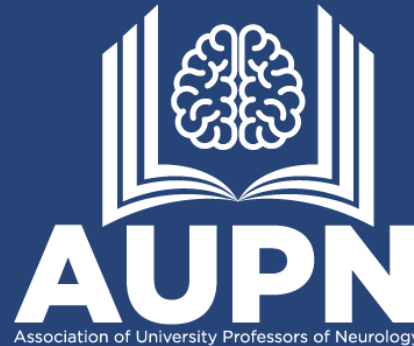


# New Chairs



# Round Table

**Moderated by** John England, MD; AUPN President;  
LSU Health Sciences Center SOM - New Orleans


*With Special Guests*

*Clifton L. Gooch, MD; University of South Florida*  
*Brett Kissela, MD, MS; University of Cincinnati*



# Welcome!

## Agenda

- About AUPN
  - Member Resources
  - Tips & Lessons Learned from Experienced Chairs
    - Clifton L. Gooch, MD; University of South Florida
    - Brett Kissela, MD, MS; University of Cincinnati
  - Open Discussion/Q&A
- 

## ABOUT AUPN

The Association of University Professors of Neurology (AUPN) was founded in 1967 and formally incorporated in 1968. It was organized originally to foster the development of academic neurology's educational, research and patient care programs. The organization has always served as a forum for the Chairs of Departments or Divisions of Neurology in accredited medical schools in the United States, or similar programs in Canada, to discuss academic interests and challenges. The AUPN supports department chairs through its educational offerings that are geared toward the leaders in Neurology Departments including program directors and clerkship directors.

## OUR MISSION

To advance and strengthen the academic Neurology community through education, mentorship and the sharing of best practices among leaders in academic neurology.

## OUR VISION

To shape the future of neurology as the voice of its academic leaders.



## MEMBERSHIP STRUCTURE

The Department Chair, Residency Program Director and Clerkship Director all have permanent member seats. Four additional seats can be filled at the Chair's discretion from the below pre-approved list of leadership roles. This flexibility empowers the Chair to customize the membership to their department's specific needs and encourages greater inclusivity in leadership roles.

### List of approved positions that can be part of AUPN Membership

- Department Chair (permanent seat)
- Residency Program Director (permanent seat)
- Clerkship Director (permanent seat)
  
- Associate Program Director
- Associate Clerkship Director
- Child Neurology Residency Program Director
- Research Program Director
- VA Chief
- Vice Chair
- Section Chief
- Fellowship Director
- Pediatric Division Chiefs (*academic affiliation is required*)

# AUPN Member Benefits



## LEADERSHIP SUPPORT

- **Access to Resources Specifically Geared Toward Chairs, Program Directors, Clerkship Directors, VA Chiefs and Women Leaders:** Access specialized resources tailored to the unique needs and challenges faced by Leaders in the field of neurology.
- **Ability to Participate in the AUPN Coaching Program (Chairs Only):** Chairs have the exclusive opportunity to engage in the AUPN Coaching Program, receiving mentorship and guidance.



## EDUCATIONAL RESOURCES

- **Access to Educational Content:** Access a wealth of educational materials, including:
  - Leadership Minutes (Monthly Segments)
  - Leading Edge Podcasts (Quarterly Segments)
  - Virtual Workshops and In-Person Sessions
- **Access to Past Educational Sessions:** Retrieve presentation slides from previous educational sessions, enhancing your learning and reference materials.
- **Recommended Reading Resources:** Explore curated reading materials and resources, handpicked to enhance your knowledge and expertise.



## NETWORKING AND COMMUNICATION

- **Access to AUPN Member Directory:** Gain exclusive access to the comprehensive AUPN member directory, facilitating networking and collaboration within the neurology community.
- **Receive Monthly Newsletter:** Stay informed with a monthly newsletter, delivering the latest updates, news, and insights in the field of neurology. Past newsletters can be found on the AUPN homepage
- **Ability to Share Surveys and News with Members:** Contribute to the collective knowledge by sharing surveys and important news with fellow members, enabling collective insights and awareness.

# AUPN Member Benefits Continued



## CAREER AND PROFESSIONAL DEVELOPMENT

- **Complimentary Job Postings:** Enjoy the privilege of posting job opportunities at no additional cost, promoting career growth within the neurology profession.
- **Faculty Leadership Award Opportunity:** Chairs have the privilege of nominating one individual from their department for the Faculty Leadership Award, acknowledging exceptional contributions and leadership in the field of neurology.



## COMMUNITY AND INVOLVEMENT

- **Ability to Participate in AUPN Council & Committees:** Contribute to the direction and decision-making processes of the AUPN by participating in various Councils and Committees.
- **Support Community of Your Peers:** Join a supportive community of fellow neurology professionals, fostering networking, collaboration, and peer support.
- **Collaborative Opportunities with Affiliate Organizations:** Members gain access to collaborative opportunities with affiliate organizations, such as the CFAS, UCNS, ANA, among others, which further enriches their professional network and resources.

# Educational Offerings

## EDUCATION

Welcome to the Education section, your go-to resource for advancing neurology education. Whether you're a seasoned educator or a newcomer, this section is your dynamic hub for enhancing neurology education and fostering a community dedicated to continuous learning.

AUPN offers educational courses, podcasts and webinars that are designed towards current topics and/or issues pertinent to our members. These courses are targeted towards Neurology Chairs, Residency Program Directors, Clerkship Directors, VA Chiefs, Women Neurology Leaders, and Small Academic Departments of Neurology. In addition, we offer a mentoring program for Chairs 0-3 years in their role.

**Click on the sub categories** on the right side of this page to view presentations on each subject. All sessions are complimentary to AUPN members.

### AUPN EDUCATIONAL CALENDAR

- **AUPN's Leadership Minute** (monthly segments)
- **AUPN's Leading Edge podcast** (quarterly segments)

**Spring Programming** (virtual)  
Spring Chairs Session

**Fall AUPN Annual Meeting** (in-person)  
*Held on Saturday, in conjunction with the ANA Annual Meeting*  
N.E.A.T Workshop  
Department Chairs & Program Directors Forum  
Program Directors Workshop  
Clerkship Directors Workshop  
VA Chief Workshop  
New Chairs Round Table  
Women Leaders in Neurology  
AUPN Business Meeting

**Fall Programming** (in-person)  
*Held Sunday - Tuesday, in conjunction with the ANA Annual Meeting*  
Fall Chairs Sessions (three in total)  
Networking Session for Small Academic Departments of Neurology  
ANA-AUPN Meet the Chairs Session

- AUPN's Leadership Minutes
- AUPN's Leading Edge Podcasts
- Webinars
- Departmental Administration
- Faculty Development
- Neurology Clerkship
- Physician Burnout
- Productivity, Compensation, & Quality
- Promoting Research
- Recommended Readings
- Recruitment and Hiring
- Residency Education
- Teleneurology
- Leadership Development
- VA Affiliations



# Education Cont.

- AUPN offers Educational Courses that are designed towards current topics and/or issues pertinent to our members. These courses are targeted towards Neurology Chairs, Residency Program Directors, Clerkship Directors, Small Academic Departments of Neurology, VA Chiefs & Women Leaders.
- We also offer a coaching program for Chairs 0-3 years in their role.
  - In 2025 a coaching program for PDs and CDs will be implemented





# Chair Resources

JOB BOARD

CHAIR RESOURCES

MEMBERS

AUPN's Leadership Minutes

AUPN's Leading Edge Podcasts

Diversity & Social Justice

Leadership/Education

Partner Organizations

Resources from Partner Organizations

Recommended Reading

Research & Grants

Simulations - Web Resources & AR Companies



Mud M Alvi, MD  
West Virginia University  
Robert C. Byrd Health



Chair Faculty Evaluations:  
*How to get your faculty to prepare for  
evaluation & how they should view it*



David G Standaert, MD, PhD  
University of Alabama at  
Birmingham

# Tips & Lessons Learned from Experienced Chairs



*Clifton L. Gooch, MD  
University of South Florida*



*Brett Kissela, MD, MS  
University of Cincinnati*

# Open Discussion

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# New Chair's Roundtable

## Clifton Gooch MD

Professor and Chair of USF Neurology  
TGH Endowed Chair in Neurology  
Associate Dean of Clinical Research

**University of South Florida Morsani College of Medicine**

Vice President of Clinical and Translational Research  
**Tampa General Hospital**



# Getting Started:

## Winning Over Your Bosses & Faculty



# Congratulations! You now have MORE Bosses than Ever!

- Dean
- CEO of Clinical Operations
- Hospital/Health System President/CEO
- University President
- Associate Deans
  - Medical Student Education
  - GME
  - Research
  - Faculty & Clinical Affairs
- Board Members, Donors & VIPS
- Your Department Faculty
- **Your Success depends upon keeping them happy**
  - **Meet & Cultivate relationships early**
  - **Find out what they want, and share your vision**



# Welcome! (From Some)

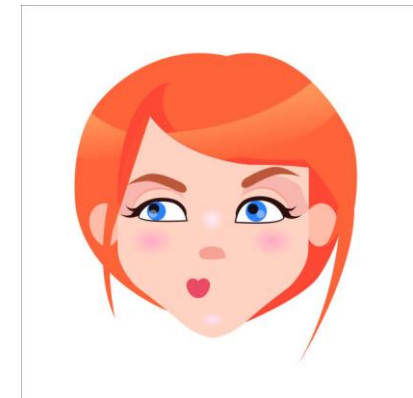
## - Early Fans

- Excited about change
- Looking forward to improvements
- Seek to engage early
- Often more naturally optimistic junior faculty



## - The “Wait and Sees”

- Often mid-career to senior faculty
- Have “been around the block a few times”
- Past experience makes them wary
- **Can be won over, but need proof of concept**
- May take months or up to 1 to 2 years



# Surprise! Not Everyone is Happy to See You

## - Skeptics

- Usually more senior faculty
- “I have heard that one before” (eye roll)
- May be burnt out, embittered by experience, resistant to change
- Sometimes chronic pessimists
- Can be won over sometimes, but sometimes not
- Still can be productive part of team, **IF:**
  - They fulfill assignments well
  - They don't promulgate negativity





# Insurgents – Actually Want You Gone

- **Open and/or Clandestine**

- Can come from faculty at any academic rank

- **Motivations Vary**

- **Response to changes made by you affecting them**
- **Feel you did not show them appropriate respect**
- Passed over as Chair for you
- Power play for personal/professional gain
- Jealousy
- Personality Conflict
- **Just for Fun: Sociopathy**
  - **Not as rare as you might think**
  - 6% of population

- **Can imperil your success and your position**



# Winning Hearts and Minds

- **Show you Care!**
- **Meet with Every Faculty Member & Key Staff Early**
  - Start with Division Chiefs
  - Identify and show interest in their passions
  - Understand and Sympathize with their problems
  - **Do your best to match passion & ability with jobs to be done**
  - Take notes, you will learn a lot
- **Present your vision for the Dept.**
  - Individually and Collectively
  - Explain challenges, solutions and how the faculty will benefit
- **Find Quick Wins**
  - Rapidly move to improve their lives via low-hanging fruit opportunities
  - Use some of your new-chair cred with senior leadership if necessary



# Winning Hearts and Minds

## - Win the Golden Fleece

- Solve an intractable, Department-wide source of frustration/impediment
- Faculty may define this for you, but choose wisely if you have a choice
- Will go a long way in establishing your authority and benefit with the faculty



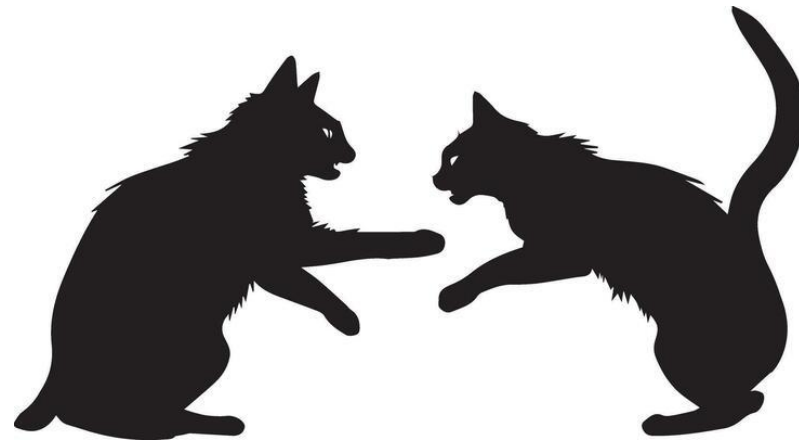
## - Turn the Insurgents if you can, If not make changes

- “A Rotten Apple Spoils the Bunch”
- **Recommended Reading: Robert Sutton PhD:**
  - **The No A\*\* Hole Rule:** Building a civilized workplace and surviving one that isn’t.
- **Termination should be done carefully**
  - Clear justification and ONLY after due consideration
  - Benefit should outweigh the potential costs
- **Consult carefully with Dean and Head of Faculty Affairs, HR & Legal**
  - Will require lots of explanation and updates
  - Remember you are still establishing your credibility up and down the org chart



# Key Collaborations:

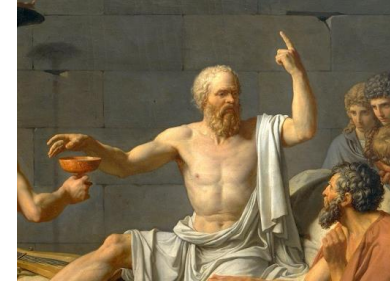
## Getting Along with Neurosurgery



# Culture Clash: The Philosopher and the Soldier

- **THE PHILOSOPHER**

- Deliberation
- Careful Consideration of Options
- Needs full context & details before taking action
  
- **Advantages:** Deep understanding facilitates wise choices
- **Disadvantages:** Can get bogged down in analysis when quick action is needed



- **THE SOLDIER**

- Action
- Speed
- Only interested in those facts needed to take action
  
- **Advantages:** Gets things done, and fast
- **Disadvantages:** Impatient, can act too quickly on complex problems needing deep thought



# The Surgeon's "Golden Rule": A Slowly Fading Paradigm

- **“Those who have the gold make the rules”**

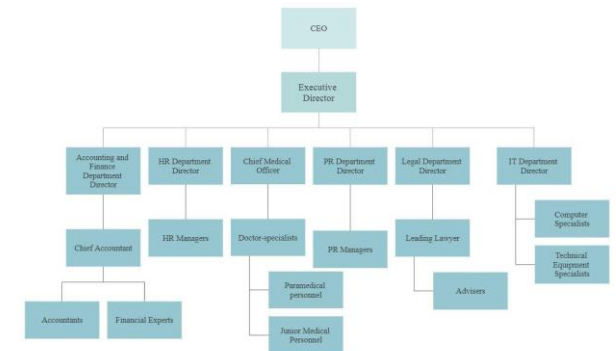
- Over 50 years of surgical economic & political dominance
- The “Diva” Syndrome



- **21<sup>st</sup> Century Changes**

- Shift away from Cult of Personality model towards Corporate Model
- Increasing Awareness of fiscal interdependency of health operations (i.e. downstream revenue)
- Movement towards population health management
  - Cost containment
  - Fewer procedures, more prevention and conservative care

- **In Transition, but not there yet**



# The Age of Collaboration: Enlightened Self-Interest

- **OUTLINE your value to Neurosurgery**

- Neurovascular
- Neuromodulation
- Neuro-Oncology
- Spine

- **PROVE your value to Neurosurgery**

- Referral maximization
- Increased OR Time for NS
- Improved outcomes & patient satisfaction
- Strength in Numbers

(\$)

United front for negotiations

- **Phase One:** Establish Transactional Relationships

- **Phase Two:** Organic Partnership

- **Patience with the Soldier & Diva Mindsets**



# New Chair's Roundtable

## Clifton Gooch MD

Professor and Chair of USF Neurology  
TGH Endowed Chair in Neurology  
Associate Dean of Clinical Research

**University of South Florida Morsani College of Medicine**

Vice President of Clinical and Translational Research  
**Tampa General Hospital**





# Advice for New Chairs 2024

Brett M. Kissela, MD, MS

Professor and Chair

Department of Neurology and Rehabilitation Medicine

Executive Vice-Dean, University of Cincinnati College of Medicine

Senior Associate Dean for Clinical Research, UC COM

Chief of Research Services, UC Health

**Congratulations!**

**You have a hard job!  
But it is the best job that I've ever had.**

# Leadership Style

- Servant leadership
  - People and Department first
  - Gratitude
  - Mentorship
- Leadership by example
  - Don't ask people to do things you wouldn't do
- Steward of the institution, face of the department and one of the faces of the COM
  - Powerful middle manager
  - Fiscal steward

# Must Do's

- Define mission, vision, values
  - Review no less than annually
  - Remember why you are doing this
- Set goals—have a plan and a destination
  - Be data driven
  - Be ambitious
  - Your second most important job is strategy
    - #1 = people
- Delegate!! (You are not alone)
  - And mean it!
    - Turn the Ship Around

# Brace Yourself

- Change management
  - You should expect:
    - Turnover
      - Institutional leadership (I'm on Dean #4)
      - People are going to leave, no matter what you do (and it's ok)
      - ABR and ABC
    - Financial ups and downs
      - Institutional finances (and support)
        - » Both University and hospital system
      - NIH budget
      - State support
      - Etc.

# Take Care of Yourself!!

- This is a hard job (and can feel lonely)
  - Delegate!! And mean it!
  - Be efficient and prioritize
    - No one lays on their death bed and wishes they had sent one more email
  - Make sure you have great administrative help!
  - Exercise, pay attention to sleep
- Be prepared to get some B's and C's—and it's ok
- Give yourself grace
- Be human

# Gratitude and Resilience

- "Gratitude and attitude are not challenges, they are choices." (*Robert Braathe*)
- "I can't change the direction of the wind, but I can adjust my sails to always reach my destination." (*Jimmy Dean*)
- "Things turn out best for those who make the best of the way things turn out." (*John Wooden*)
- "Forget injuries, never forget kindness." (*Confucius*)

# Reference Slides



## **MISSION**

- To improve the lives of people with neurological diseases by translating discovery and education into personal, innovative, and compassionate care.
- To promote health and social justice in our community.

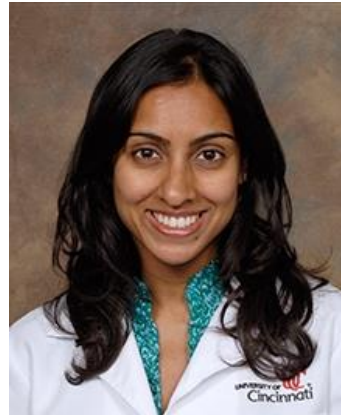
## **VISION**

- To be the model department for integrated personalized care, research, and education.
- To be the model department for a diverse, safe, respectful, and inclusive work environment.

## Core Values

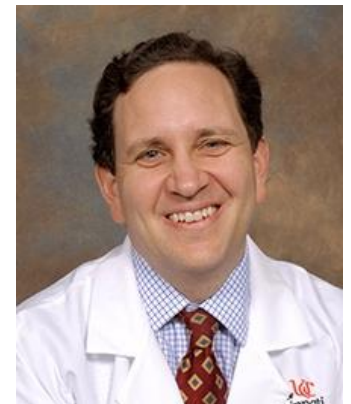
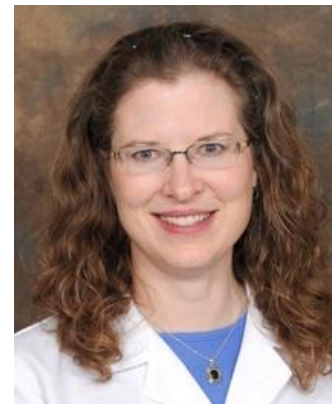
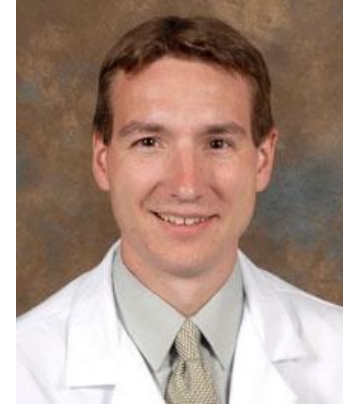
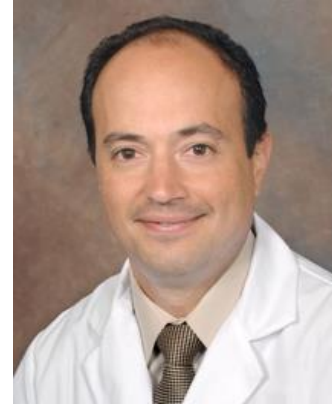
- **Equity, Diversity, Inclusion**- In everything we do, with equality of opportunity.
- **Justice**- For the health of our organization and our community, with zero tolerance for racism and discrimination.
- **Respect**- For one another, for patients.
- **Integrity**- Interpersonally, to our mission.
- **Teamwork**- Every person makes a difference.
- **Effectiveness**- With quality and safety.
- **Excellence**- In all three missions, in everything we do!!

# Administrative Team



UNIVERSITY OF CINCINNATI GARDNER NEUROSCIENCE INSTITUTE

# Division Directors



# Final Thoughts

- At our core, we are here to make a difference in all missions; for our patients and in our community.
- We want this to be the best place to work across UC, UC Health, the city, the region, the nation.
  - On behalf of the admin team, we are open to suggestions for improvement—It’s all about our people....
- Much work left to do: **Ultimate goal = Top 5 Department in the country by any standard.**
  - It’s the little things, done well, that will make the difference.
- THANK YOU ONE AND ALL—with pride and gratitude
  - I do not take one minute of this honor for granted.

Questions?