



**ASSOCIATION OF
UNIVERSITY RADIOLOGISTS**

2021 Academic Faculty Development Program

May 6, 2021





ASSOCIATION OF UNIVERSITY RADIOLOGISTS

2021 AUR ACADEMIC FACULTY DEVELOPMENT PROGRAM

AUR 69th Annual Meeting

Virtual

Thursday, May 6, 2021

- | | |
|---------------------|---|
| 11:00 am - 11:30 am | Welcome
<i>Program Chair: Richard B. Gunderman, MD, PhD, FAUR</i> |
| 11:30 am – 12:00 pm | Education in Radiology: 7 Habits for Excellence
<i>Brandon P. Brown, MD</i> |
| 12:00 pm - 12:30 pm | Exceling at Research
<i>King Li, MD, FAUR</i> |
| 12:30 pm – 1:30 pm | Chair Roundtable: How a Chair Can Help Your Career
<i>Moderator: N. Reed Dunnick, MD, FAUR</i>
<i>Panelists: Karen M. Horton, MD; Susan D. John MD;</i>
<i>Satoshi Minoshima, MD, PhD</i> |
| 1:30 pm – 2:00 pm | Break |
| 2:00 pm - 2:30 pm | Cross Generational Learning
<i>Sherry S. Wang, MBBS</i> |
| 2:30 pm – 3:00 pm | Habits of Highly Effective Mentees
<i>Monica Sheth, MD</i> |
| 3:00 pm – 4:00 pm | Career Roundtable: How to Thrive as an Academic Radiologist
<i>Panelists: Aine M. Kelly, MD, MS and Richard B. Gunderman, MD, PhD, FAUR</i> |
| 4:00 pm – 5:00 pm | Putting It All Together: The Pursuit of Excellence
<i>Richard B. Gunderman, MD, PhD, FAUR</i> |

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2021 Faculty Development Program
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Final Submitted Slides



Excelling in Research

King C. Li, MD, MBA

Dean and Chief Academic Officer

Carle Illinois College of Medicine

University of Illinois at Urbana Champaign

No Disclosures

What are the basic requirements of a clinician-scientist?

- Inquisitiveness
- Passion
- Dedication
- Creativity
- Sound understanding of scientific methods
- Good time management skills

How to become a clinician-scientist?

- Find an environment that can nurture you.
- Find a research area that interests you and then learn as much as you can about it. Think of projects that can be done with resources that are available to you at first.
- Find funding and other resources. Start small. (You don't have to be NIH funded in your first attempt.)
- Find people whom you can collaborate with.
- Keep digging deeper into the problem and be creative.
- Keep moving into new and exciting areas. Take on more ambitious and riskier projects as you become more experienced.

Nurturing Environment

- It is difficult to do good research without dedicated research time.
- Having a good mentor is very helpful.
- It is difficult to do good research if you are the only one doing it.

Finding a research area

- The most important thing in research is defining the research question.
- Be aware of the mega-trends in biomedical research.
- Don't rush into doing something. Take time to read, think and talk to people.
- If you do not have any research question that you are passionate about at first look around you and find out what other people are working on in your department, in your medical center, and in your university.
- Avoid working on a solution that will become obsolete soon.
- Avoid working on a solution that begs for an question.

Resources

- Space and equipment
- People
- Money

Space and equipment

- Unless you are given space and a start-up package as a junior faculty you have to leverage what is there already.
- Clinical equipment can often be used for research purposes off-hours.
- Doing collaborative projects with established investigators allows you to tap into their resources.

People

- There are many eager undergraduate, graduate and medical students who will work for free for good research experience. Be nice to them and you will have a healthy supply of good people.
- Become adjunct professors in a department/program that allows you to take students, especially graduate students. That opens up many opportunities.

Money

- Ask for seed funds from the department.
- Apply for institutional grants. Some of them do not require much preliminary data.
- Apply for foundation grants. Many of these will require some preliminary data but not as much as NIH grants.

Collaborators

- Reach out far and wide for potential collaborators.
- Don't wait for other people to contact you first. Take the initiative to contact investigators that you may only know through the literature.
- Remember that e-mail doesn't blush.
- You will be surprised how many established basic science investigators actually want to have MDs and specifically imagers as collaborators.

Don't hit and run

- Many clinical investigators focus on many superficial projects just for quick publications (LPUs). But, it pays to work on projects in a specific area.
- Investigators become established by spending years trying to work out solutions to difficult problems in a specific area.
- No funding agencies will be interested in “me-too” type quickie projects.

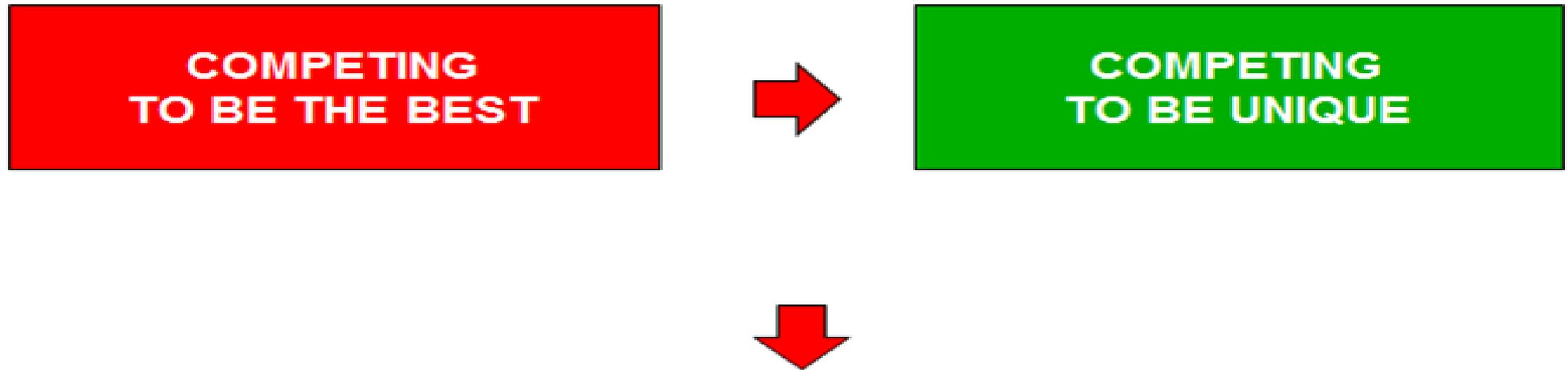
Be Bold when you become more experienced

- It is not too ambitious to want to cure cancer, diagnose and treat Alzheimer's Disease before symptoms occur, or diagnose and treat heart attacks or strokes before they occur.
- If you can make a layman understand the significance of what you are working on within 30 seconds you are probably working on a high impact project.

Opportunities for Clinician-Scientists

- Promotions/Tenure all the way to President of University (Bill Brody), Director of NIH (Elias Zerhouni), etc.
- Academic recognitions all the way to membership in National Academy of Science. (You may be the first radiologist to win a Nobel Prize).
- Chance for academic exchange world-wide.
- Intellectual property (patents) can be translated into financial rewards.
- Great opportunities in industry as consultants and also executives.

Thinking Strategically



The worst error in strategy is to compete with rivals on the **same dimensions**

What Do We Mean by a Strategy?

- Strategy is different than **aspirations**
 - “*Our strategy is to be #1 or #2...*”
 - “*Our strategy is to grow...*”
- Strategy is more than **particular actions**
 - “*Our strategy is to merge...*”
 - “*... internationalize...*”
- Strategy is not the same as **mission / values**
 - “*Our strategy is to serve our customers and communities while meeting the highest standards of integrity...*”



- Strategy defines the company’s **distinctive approach** to competing and the **competitive advantages** on which it will be based

Our **competitive advantage** is that
we are an **INTEGRATER OF BIOMEDICAL
INFORMATION.**

What is our **DISTINCTIVE APPROACH**
based on our competitive advantage?

TECHNOLOGY AND THE ECONOMY

What can machine learning do? Workforce implications

Profound change is coming, but roles for humans remain

By **Erik Brynjolfsson**^{1,2} and **Tom Mitchell**³

engine and electricity, which spawns a ple

Opportunity

Radiology without images in
addition to with images

Overall Vision

To re-engineer **RELATIONSHIPS**



person-to-person



person-to-machine



machine-to-machine

in healthcare delivery.

Radiology Research Alliance

The primary mission of the Radiology Research Alliance (RRA) is to encourage interdisciplinary research in radiology and the radiological sciences by helping departments establish and improve their research programs. At research symposia at the AUR, the RRA stimulates innovative interdisciplinary approaches to research and addresses the challenges of radiological research at the various stages of career development.



Intuition becomes increasingly valuable in the new information society precisely because there is so much data.

John Naisbitt 1929-



**Discovery consists of seeing what everybody
has seen and thinking what nobody has
thought.**

Albert von Szent-Gyorgyi 1893-1986

Closing the Gap:
Cross generational
learning

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1

Disclosures

- I am a millennial
- Book royalties from Elsevier

@drsherrywang

2

Learning objectives

Know what the different generations are

Understand how different generational norms and preferences affect how we teach

Understand the preferred way of learning from the different generations

Explore how we can improve cross generational learning and teaching

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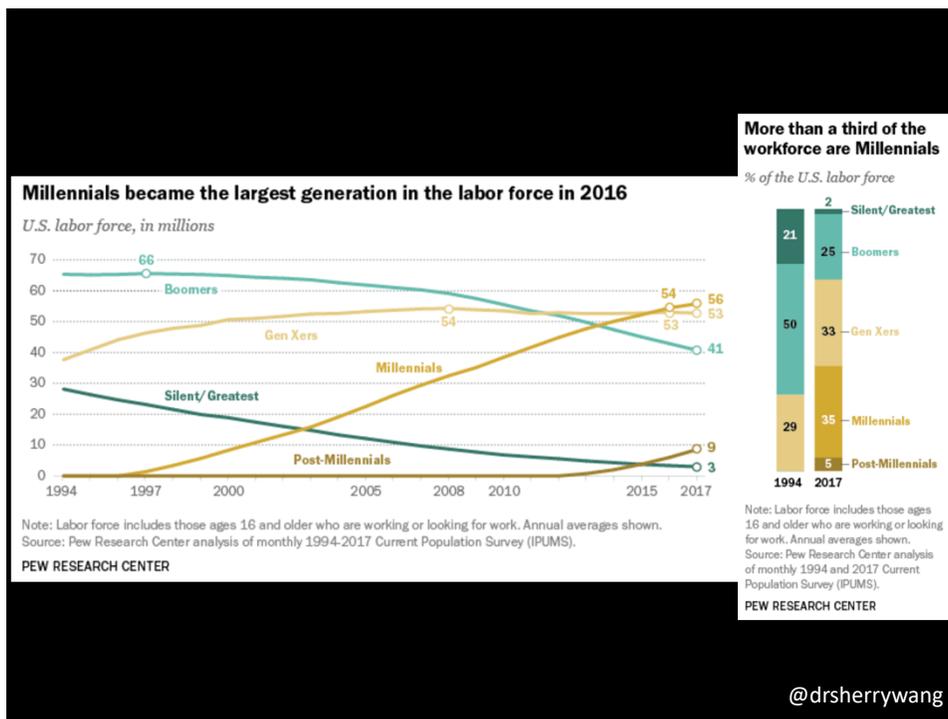
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The Message

Let's teach the way the person we want to teach wants us to teach.

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What generations are there in the workplace?

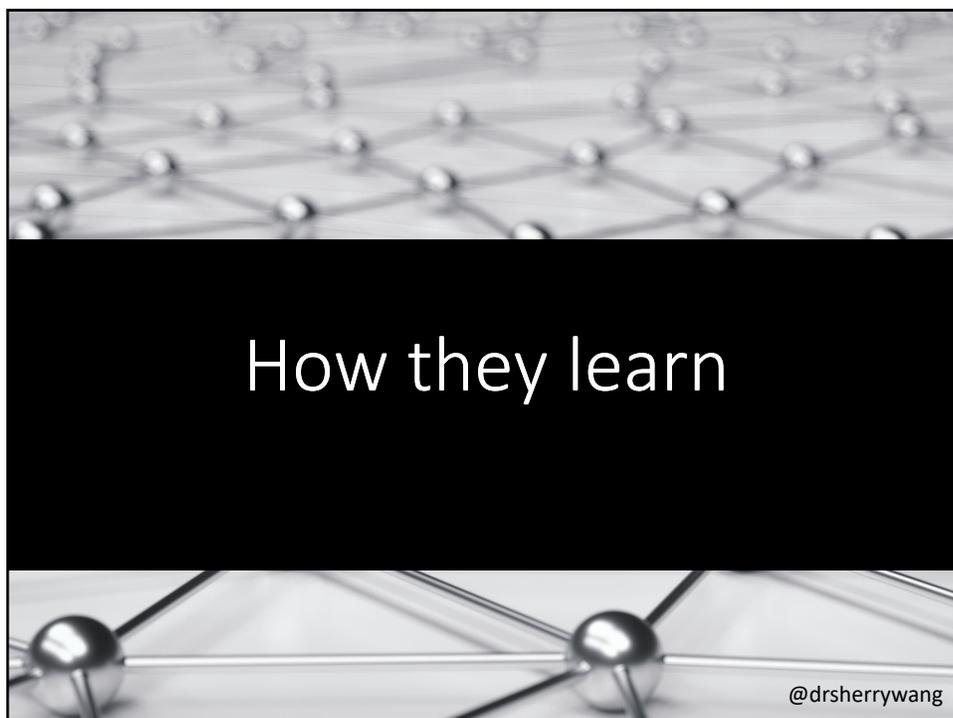
Generation	Born
Silent	1929-45
Boomers	1946-64
Generation X	1965-80
Millennials	1981-2000
Generation Z	2001-2020

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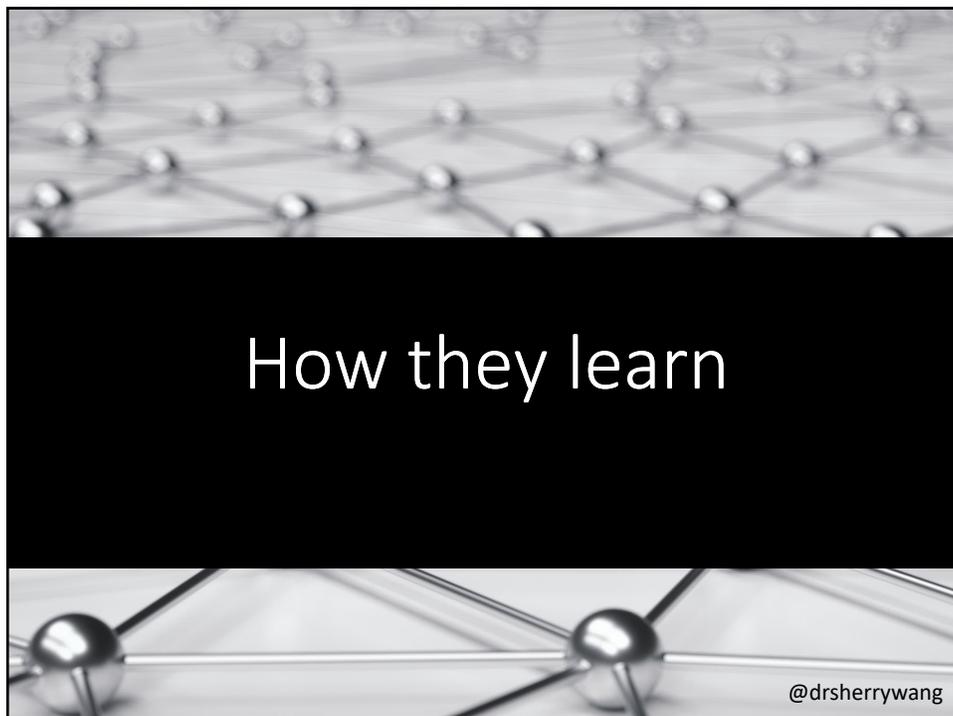
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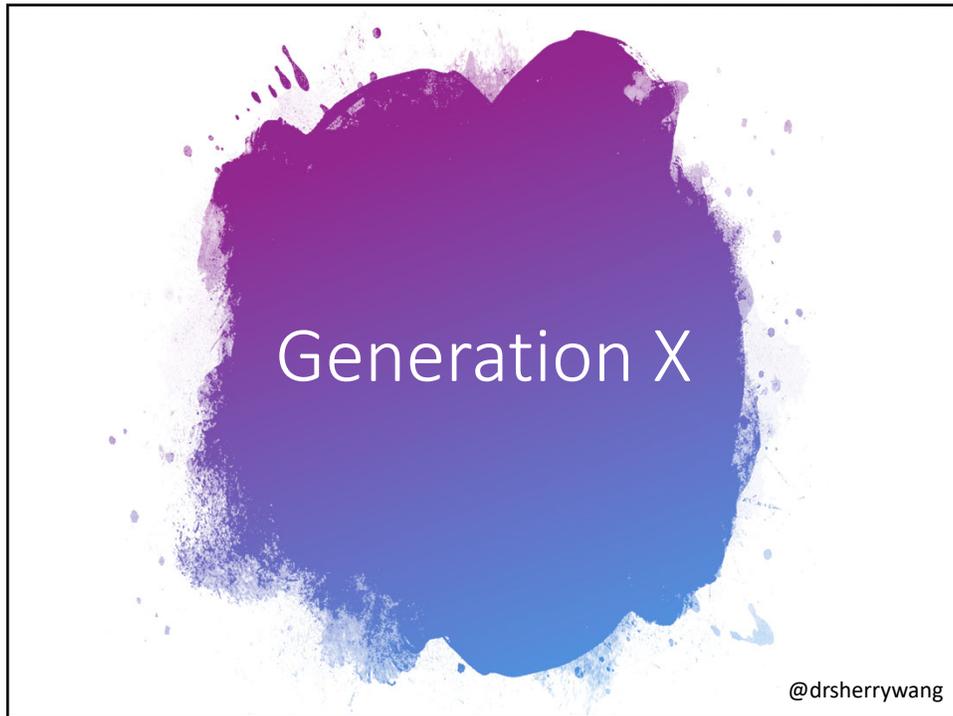
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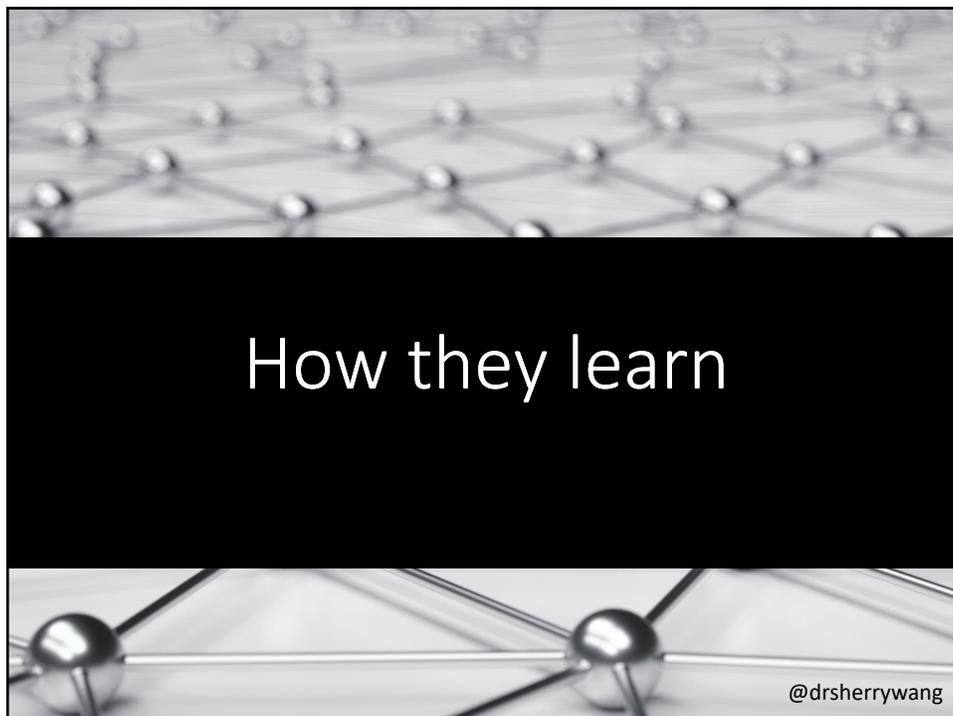
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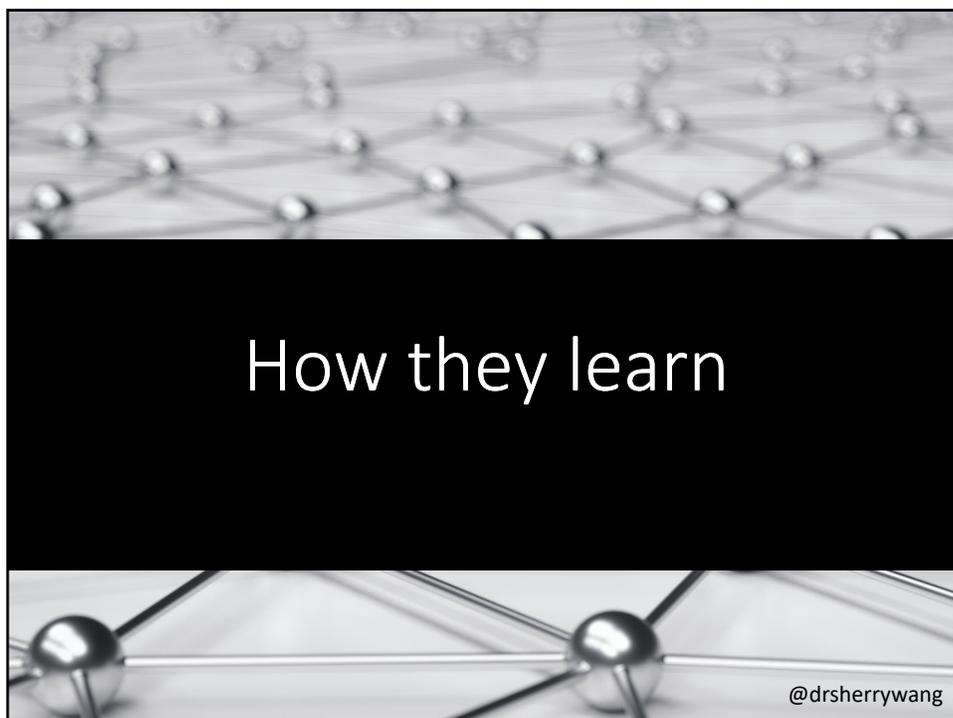
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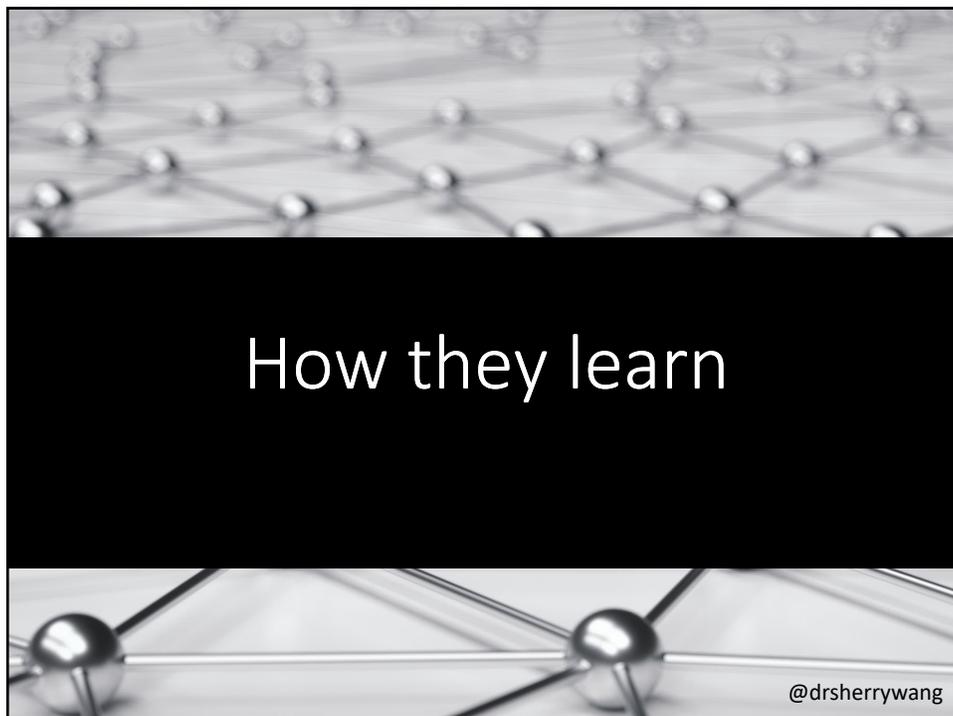
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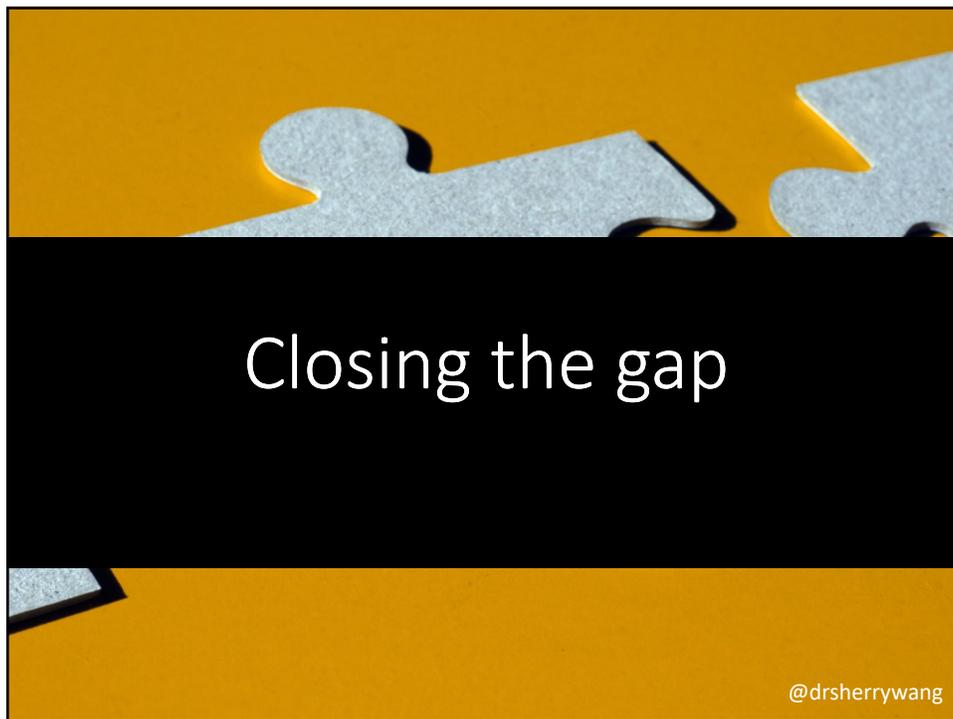
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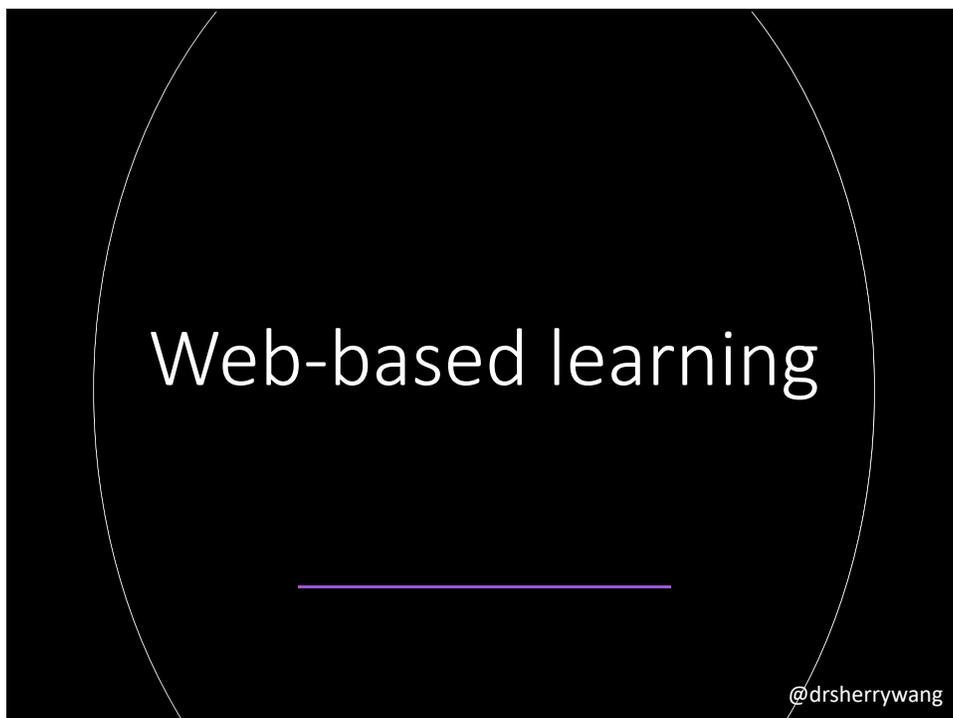
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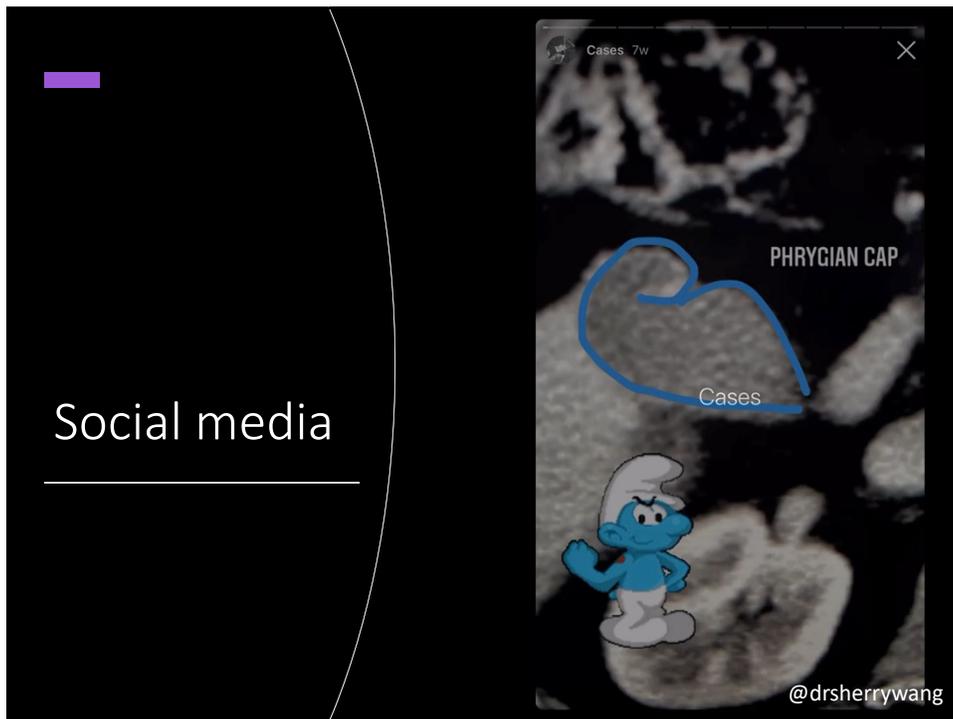
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The image displays two side-by-side views of a Poll Everywhere poll. The left view is the 'Participant View', showing a mobile interface with a question 'Where is this?' and a photo of the Sydney Opera House. Below the photo are four input fields with the options: Salt Lake City, Sydney, Melbourne, and Seattle. The right view is the 'Presenter View', showing the same question and photo, but with the options listed as A (Salt Lake City), B (Sydney), C (Melbourne), and D (Seattle). The presenter view also includes a top navigation bar with 'Respond at PollEv.com/sherrywang009', a text prompt 'Text SHERRYWANG009 to 22333 once to join, then A, B, C, or D', and a sidebar with controls like 'Visual settings', 'Activate', 'Show responses', 'Lock', and 'Clear responses'. The bottom of the presenter view shows the 'Poll Everywhere' logo and the Twitter handle '@drsherrywang'.

Participant View

Presenter View

@drsherrywang

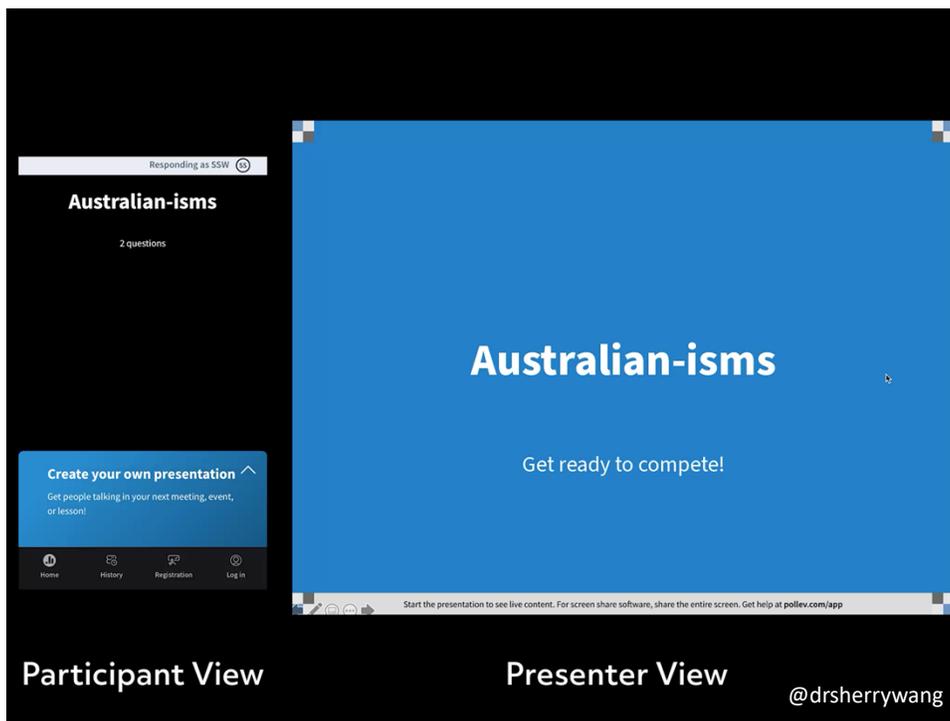
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A black slide with the word 'Gamification' written in a large, white, sans-serif font in the center. A thin white horizontal line is positioned below the text. In the bottom right corner, the Twitter handle '@drsherrywang' is written in white.

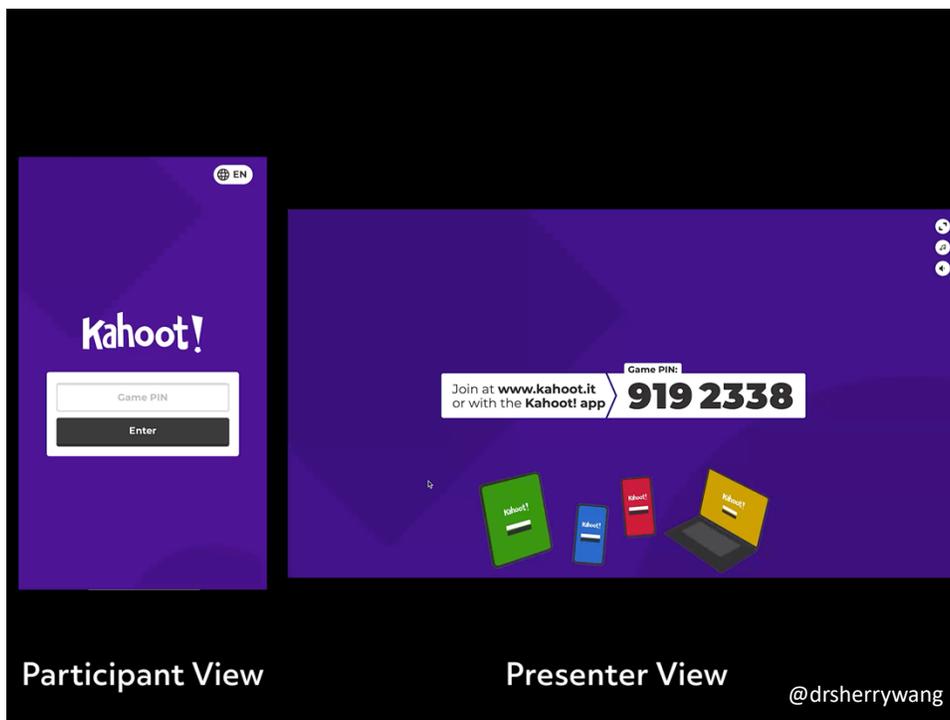
Gamification

@drsherrywang

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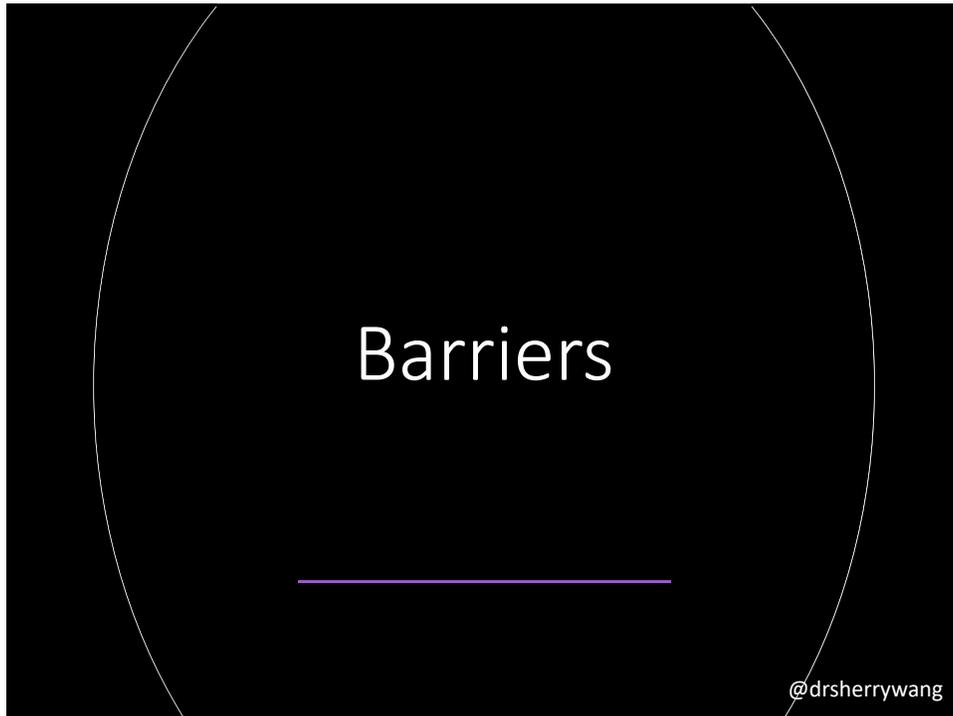
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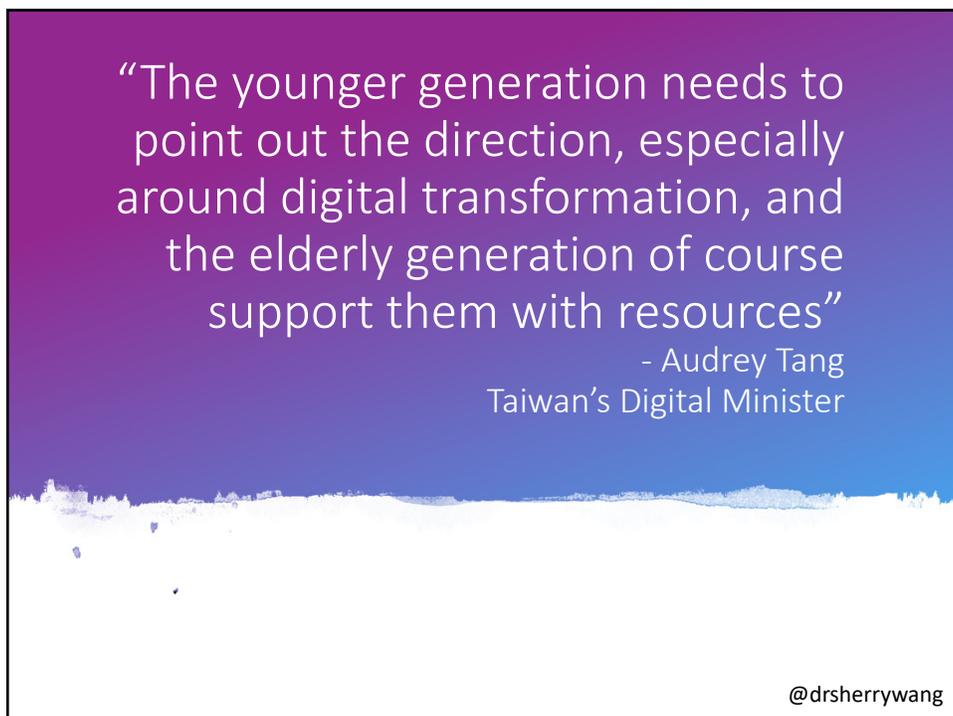
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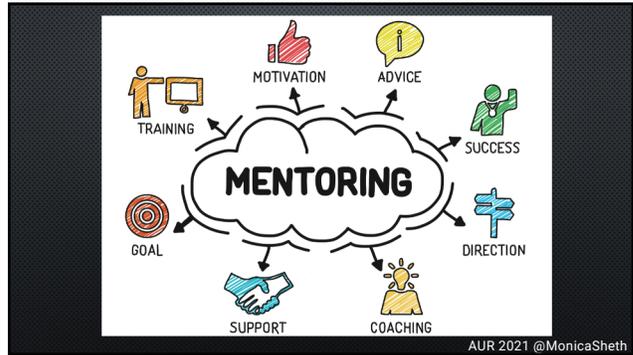


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HABITS OF HIGHLY EFFECTIVE MENTEES: KEYS TO OPTIMIZING THE MENTOR-MENTEE RELATIONSHIP

Monica Sheth, M.D.
 @MonicaSheth
 NYU Langone – Long Island Hospital
 AUR Faculty Development Program
 May 6, 2021

1



2

4 STEPS FOR SUCCESS



Define your goals



Understand your needs



Recognize characteristics of a good mentor



Apply managing up techniques to be an effective mentee

AUR 2021 @MonicaSheth

3

STEP 1

DEFINE YOUR GOALS

AUR 2021 @MonicaSheth

4



WHERE ARE YOU GOING?

AUR 2021 @MonicaSheth

5

GOALS

- CAREER
- LIFE
- SHORT TERM (<1 YR)
- LONG TERM (5, 10 YR)



AUR 2021 @MonicaSheth

6

GOALS



SPECIFIC MEASURABLE ACHIEVABLE REALISTIC TIME BASED

AUR 2021 @MonicaSheth

7



8



INTROSPECTION

- WHAT ARE YOU PASSIONATE ABOUT?
- WHAT DO YOU VALUE?
- WHAT MAKES YOU HAPPY?
- WHAT ARE YOUR STRENGTHS?
- WHAT OPPORTUNITIES ARE AVAILABLE?

AUR 2021 @MonicaSheth

9

STEP 2

UNDERSTAND YOUR NEEDS

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- WRITE DOWN WHAT YOU NEED TO ACCOMPLISH EACH GOAL

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STEP 3

FIND A MENTOR

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HOW DO YOU FIND A MENTOR?

SPONTANEOUS GENERATION:
MEET SOMEONE AT WORK, AN EVENT, OR SOCIAL MEDIA

FORMAL PARTNERSHIP:
INSTITUTIONS OR NATIONAL ORGANIZATIONS MATCH YOU WITH A MENTOR BASED ON ALIGNED INTERESTS

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WHERE TO LOOK?



DIVISION, DEPARTMENT, INSTITUTION

Local, regional, state, & national organizations

Social Media

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FIND A MENTOR...OR TWO

- Junior & senior
- Male & female
- Meet with people you know
- Get recommendations

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CHOOSE MENTORS WISELY

- Approachable
- Personable
- Interested
- Positive track record
- Available**

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STEP 4

BEING AN EFFECTIVE MENTEE

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MANAGE-UP

YOU ARE IN THE DRIVER'S SEAT!



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**SETTING THE STAGE:
INITIAL MEETING CHECKLIST**

BEFORE YOUR FIRST MEETING:

- LEARN ABOUT YOUR MENTOR
- SHARE YOUR CV, BACKGROUND, INTERESTS & WHAT YOU ARE LOOKING FOR OUT OF THE RELATIONSHIP

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INITIAL MEETING

- TELL YOUR MENTOR HOW THEY HAVE HELPED/INSPIRED YOU
- DISCUSS LOGISTICS
 - FREQUENCY OF MEETING
 - HOW LONG
 - IN-PERSON, VIRTUAL
 - EXPECTATIONS
 - COMMUNICATION STYLE



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ARE THEY A LISTENER OR READER?

 VERBAL BRIEF FIRST THEN WRITTEN SUMMARY

 WRITTEN MATERIAL IN ADVANCE FOLLOWED BY SPEAKING IN PERSON

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MANAGE-UP: MEETINGS

WRITE AN AGENDA & QUESTIONS FOR EACH MEETING

- EMAIL TO MENTOR 1 WEEK PRIOR
- ATTACH TO CALENDAR INVITE +/- ZOOM LINK



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MANAGE-UP: MEETINGS

- ✓ Start with your progress since last meeting
- 💬 Be open about your needs & provide feedback
- 📅 Develop action plan & time-line with mentor
- 📅 Set date & time for next meeting before leaving
- ✉️ Send an email recapping goals & deadlines

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EMAIL COMMUNICATION



Tell them the ASK



Avoid long emails

Frame questions into YES or NO answers
Reserve longer concerns for face-to-face meetings



Provide ample time to review projects

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RESPECT YOUR MENTOR'S TIME

- BE FLEXIBLE & ACCOMMODATING
- MEET DEADLINES
- OVERDELIVER



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MAKE IT A SYMBIOTIC RELATIONSHIP

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HOW CAN YOU HELP THEM?



Share interesting articles



Help them learn a new skill



Assist with a project



Praise him/her to superiors



Celebrate successes on Social Media



Connect them with others



Show gratitude

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MAKE IT PERSONAL

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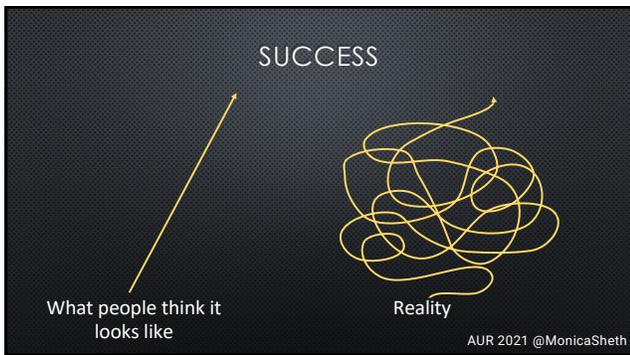
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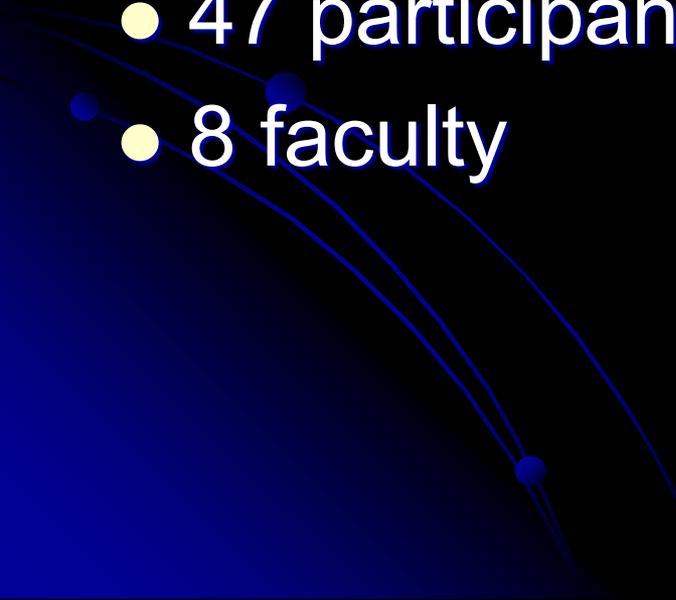


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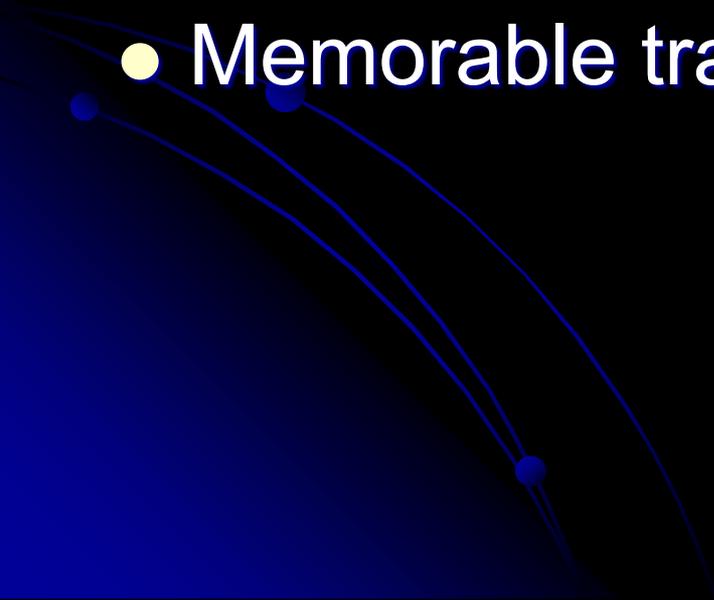
AUR Faculty Development Program, 2021



AUR Fac Develop Program

- Longest-running continuous radiology faculty development program in the nation
 - Many of greatest contributors in radiology in past years and today are alumni
 - 47 participants
 - 8 faculty
- 

Introductions

- ~ 30 seconds
 - Name
 - Institution
 - Clinical field
 - Memorable trait or fun fact
- 

Putting It All Together: 3 Radiologists, and a 4th

Richard Gunderman

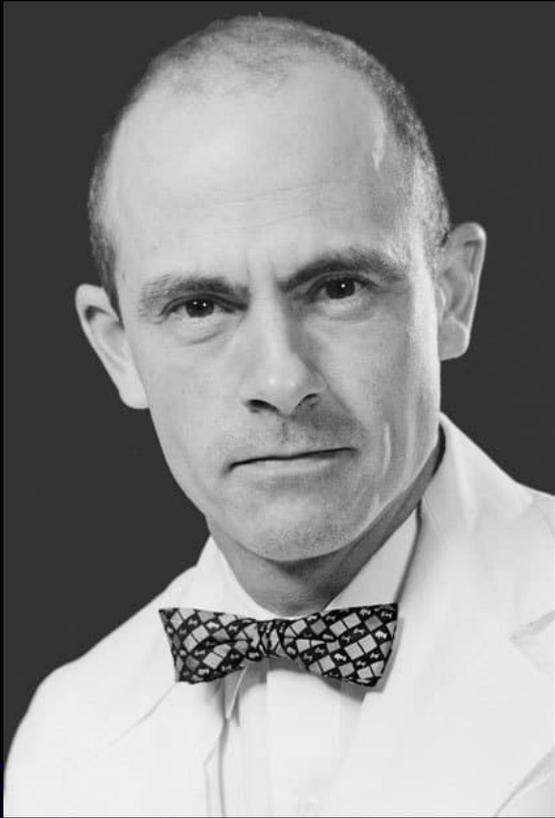


RADIOLOGY PERSONAL STATEMENT

In my second year of medical school, I took a year off in order to apply for the coveted Dean's Year Scholarship that would fund my research. After receiving the award, I worked in a Radiology lab for a year, where I worked on enhancing imaging techniques for the tracing and measurement of tumors in murine models. My work in the field not only enhanced my interest in medical science and imaging techniques, but also made me think about how these current technologies could be advanced in the future. This desire is what has inspired me to apply for this Residency in Radiology.

Accurate imaging is crucial for successful diagnosis, treatment plans, and follow-up. Throughout my rotations in Surgery, Oncology, and Emergency Medicine, the images taken of the affected areas always proved to be the most important aspect of successfully planning and executing an operation. Over the course of treatment, the images would be referenced numerous times, and treatments would occur usually at the precise locations indicated. As such, any errors in imaging or interpretation could put a patient's life in jeopardy. Through this residency, I hope to further hone my skills in taking accurate images and providing precise interpretations, thus improving treatments.

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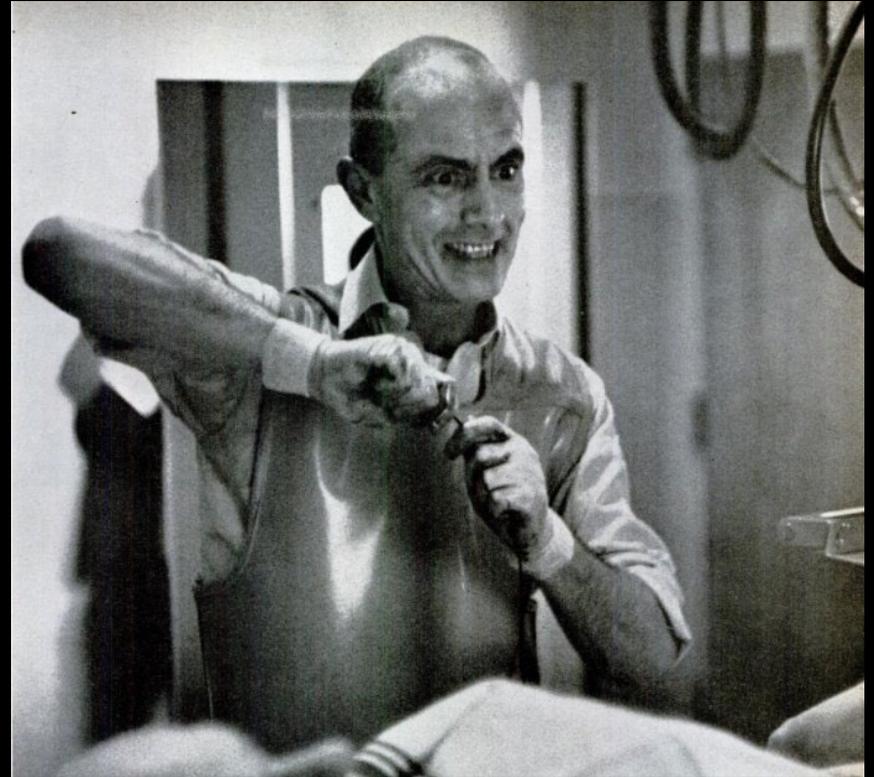
Charles Dotter

- Chain smoker
- Climbed all 67 US peaks over 14k ft
- Treated twice for Hodgkin lymphoma
- Climbed Matterhorn without guide
- Father of interven'l med



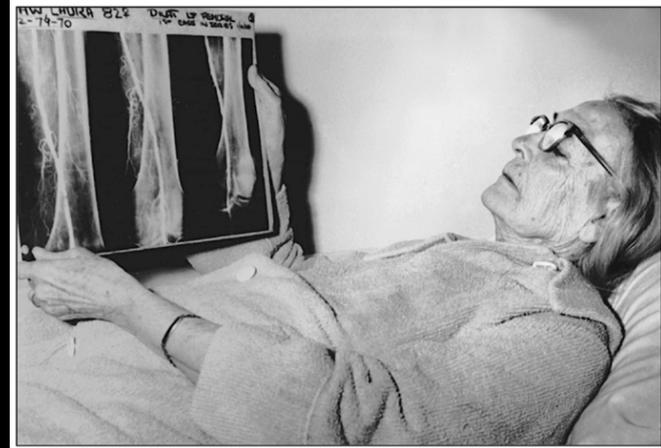
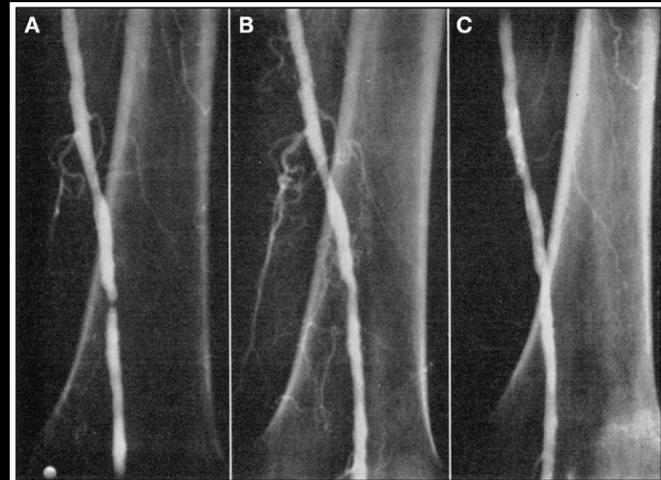
Charles Dotter

- b. 1920 Boston
- d. 1985 Oregon
- Duke
- Cornell
- New York Naval Hosp
- At 32, becomes chair of radiology at OHSU
- 33 years



Charles Dotter

- 1963 meets Bill Cook at RSNA
- Makes catheters
- Visualize but do not fix
- Angioplasty

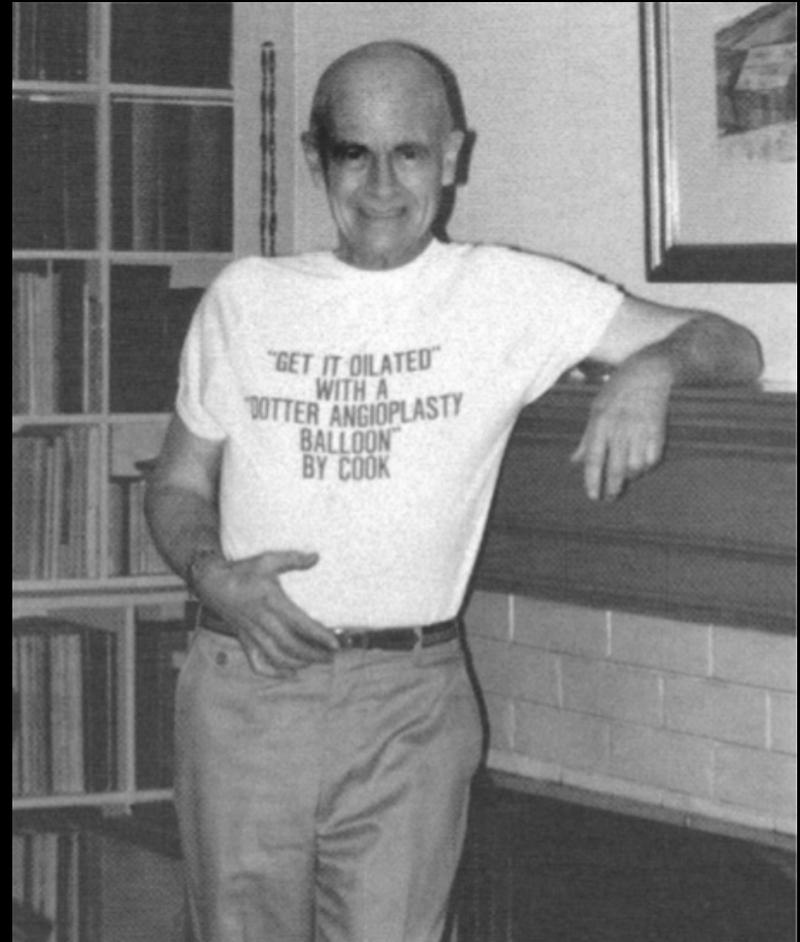


Charles Dotter

He was talking about what you could realize if you could get a catheter in the heart and what the graphs would look like. Well, he brought in a rather large – standing about six feet tall – cathode oscillograph, which is, you know, like a TV screen with these graphs on it. And he said, “I’ve been standing here and talking to you for about twenty minutes, and all this time I have had a catheter in my heart,” whereupon he rolled up his sleeve, and there was the end of the catheter. And he said, “Now I’ll show you what a normal heart reading looks like.” So he went and he plugged himself into the machine, and we were all kind of gasping, you know. There’s a man standing there with a catheter in his heart—and he moved it among the chambers of the heart as he stood there, and he explained what the graphs represented. It was an absolutely horrifying example, but it was the kind of thing he did, to say it is perfectly safe, it can be done, it isn’t dangerous.

Charles Dotter

- In 1965 Dotter was contacted by a radiology colleague in New York about a patient facing amputation because no local physician was able and willing to perform an angioplasty. Dotter flew to New York to perform the procedure. When the procedure was completed, the patient's husband inquired about his fee. Dotter indicated that there would be none but hinted that a donation might be acceptable. A few weeks later, he received a check from the family of the grateful patient, Stella Guttman, for \$500,000 to fund his research.



Armand Brodeur

- 10 – magic tricks
- 13 – first magic show
- 16 – sold first trick, self-inflating balloons
- You can do as much with a smile as with penicillin



Armand Brodeur

- b. 1911, NH
- d. 2009, St Louis
- Eagle Scout
- US Army
- Cardinal Glennon Hospital, 3 decades



Armand Brodeur

- When you approach a child with a smile and the child looks back smiling, something happens.
- Smile. 8, 10, 12-hr day, smile. Even if you don't mean it. On good or bad days, you smile.



Armand Brodeur

- White coat
 - Charlie Brown
 - Star Wars
- Roentgen Street
- Examination rooms
 - Cape Kennedy
 - Batman
 - Dr. Seuss



Armand Brodeur

- To stand tall in ped. radiology, you have to get down on your knees.



Armand Brodeur

Your father must have been an angel sent here to St. Louis to help us protect and save the lives of many abused and neglected children. Without his help and guidance, there would have been many shattered and short lives of the children he saved! In these days when a man's integrity and honor do not seem to mean much, your father was a great man of honor and will be forever held in the highest esteem. All of us that carried a badge by the grace of God were privileged to know and work with him.

Granville Coggs

- Grandson of slaves
- Stutterer
- Tuskegee Airman
- Harvard Med School
- First black MD at Kaiser Hospital
- Established Breast Evaluation Center
- Senior track star



Granville Coggs

- b. 1925, Arkansas
- d. 2019, San Antonio
- Little Rock
- SAT
- Sit anywhere you want. You ain't gonna pass anyway.
- Tuskegee Airman



Granville Coggs

Growing up black in Arkansas in the 1940s, we knew we were going to have to struggle if we wanted to achieve anything. Really, that was all we heard at the family dinner table – the idea that if you were black on America, in those days, par wouldn't be good enough. You had to be better than par. That was my father's message to us, for sure. "For us, par won't get the job done," he said. "We have to excel. And there's only one way to do that: through hard work. We have to outwork everybody else."

Granville Coggs

I'll never forget the moment when my wheels lifted off the runway and I realized that I was actually flying an aircraft by myself. For black people all over the South back then, such an accomplishment seemed almost unthinkable. But there I was, headed toward the clouds and feeling very proud of myself because I knew I was proving what so many black people had been saying for so many years in this country: "If you just give us a chance, we can meet every challenge that comes our way – and we will succeed."

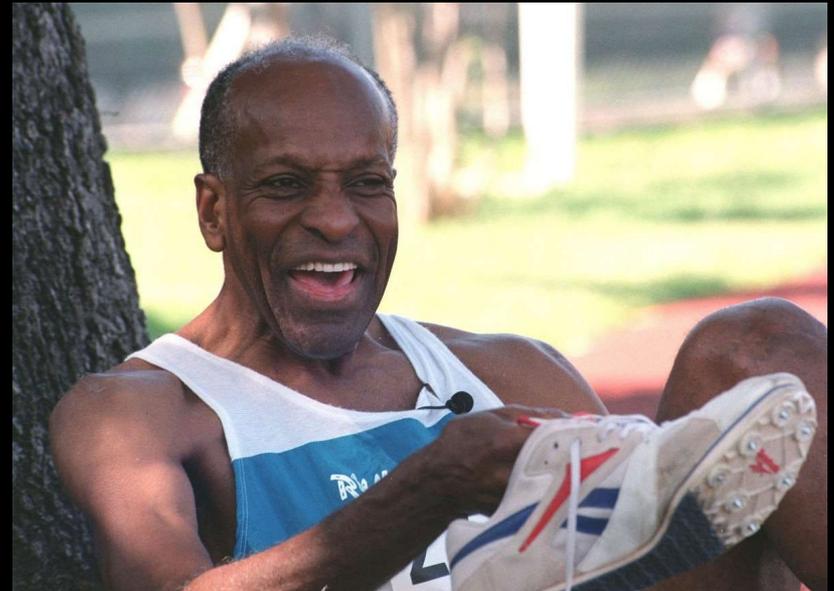
Granville Coggs

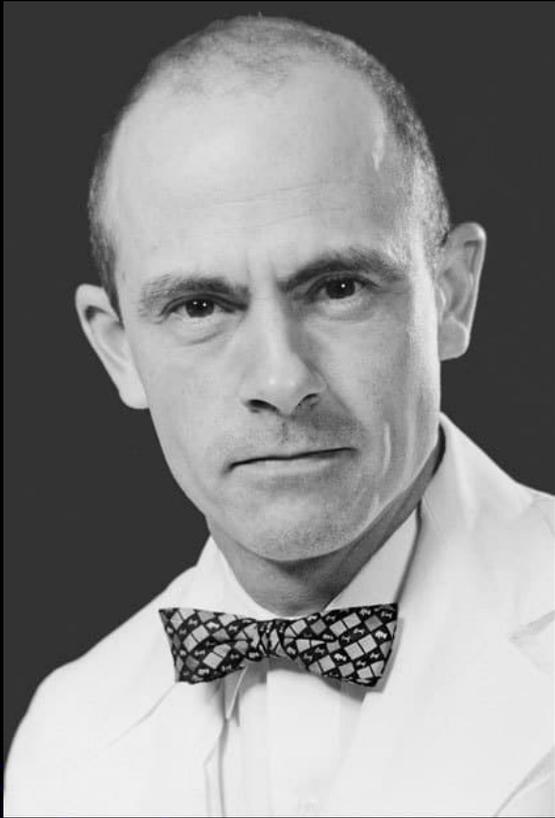
- U. Nebraska
 - Phi Beta Kappa
 - Sigma Xi
- Harvard Med School
- UCSF residency
- First black physician
Kaiser Hospital
- Established UCSF US
division



Granville Coggs

- UT San Antonio
- Breast Eval Center
- At 70, began running
 - Gold medals 400m, 200m, 100m
- Gut bucket
- Bush Gold Medal
- Obama Inauguration
- American Idol





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