Chair, Department of Radiology and Radiological Sciences

Vanderbilt University School of Medicine

Nashville, Tennessee

The Chair, Department of Radiology and Radiological Sciences, reports to Jeffrey R. Balser, M.D., Ph.D., Vice Chancellor for Health Affairs and Dean of the Vanderbilt School of Medicine

www.mc.vanderbilt.edu/radiology
https://medschool.vanderbilt.edu/

THE OPPORTUNITY

The Department of Radiology & Radiological Sciences in the Vanderbilt University School of Medicine is recognized nationally and internationally for excellence in clinical care and service, educational programs, and research productivity.

The Department’s faculty is composed of subspecialists in all fields of radiology including abdominal, chest, musculoskeletal, GI/GU, pediatrics, neuroradiology, neurointerventional radiology, interventional and cardiovascular radiology, breast, ultrasound, nuclear medicine, positron emission tomography, emergency radiology, and network imaging.

The continued vision for the department is to develop future scholars and leaders in academic medical imaging. The department sets the standards of radiological health care, emphasizing high quality, efficient, and cost-effective diagnostic medical imaging and imaging-related therapy. Advancement of radiology and radiological sciences by basic, translational, and clinical research is of paramount importance to the department. The training of students, residents and fellows for future practice is core to the department’s mission.

With a full time faculty of 95 and a staff of over 300 providing service at 11 clinical facilities in the greater Nashville area, the department performs more than 450,000 procedures and studies annually.

The clinical services are complemented by a group of basic scientists within the Section of Radiological Sciences who provide the quality assurance basis for high-technology medical imaging modalities. In addition to quality assurance support, this group of physicists, biomedical engineers, radio-biologists, and chemists contribute to basic research and to the teaching of the principles of medical imaging to residents, medical students, graduate students, and students in the allied health professions.

The clinical program thrives because of the participation of over 200 certified technologists, many of whom trained at Vanderbilt, and a robust, effective administrative infrastructure. A joint technical and professional billing group manages the billing operations of the department and ensures a
seamless process for hospital and physician billing. Net Professional Revenue for the Department exceeds $26M annually.

The equipment in the Radiology Departments at the Adult and Children’s Hospitals supporting the academic and clinical programs includes ten state-of-the-art multi-slice spiral CT scanners, three 1.5T and two 3.0T MRI systems with MR angiography, functional MRI, and MR spectroscopy, seven state-of-the-art color flow Doppler ultrasound systems, four scintillation cameras with SPECT capability and three with SPECT/CT capability, a PET/CT system with cyclotron/laboratory support, four digital angiography suites, three digital fluoroscopy systems, and numerous radiographic, C-arm, and portable x-ray systems. A Picture Archiving and Communication System is interfaced to all modalities in both hospitals and the on-campus clinics, eliminating the need for film for radiologist interpretation and providing images to clinics, operating rooms, and physicians’ offices.

Vanderbilt’s residency program in diagnostic radiology is one of the finest in the country. Its applicants come from the most competitive echelon, and its graduates are uniformly successful. The department also offers numerous clinical post-doctoral training opportunities, including ACGME accredited fellowships in neuroradiology, nuclear medicine, pediatric radiology, and vascular and interventional radiology. Fellowships also exist in body imaging, musculoskeletal radiology, ultrasound, neuro-interventional radiology, and women’s imaging.

A major factor in the development of radiology and radiological sciences at Vanderbilt has been the establishment of the Vanderbilt University Institute of Imaging Science (VUIIS) (http://www.vuiis.vanderbilt.edu,) under the direction of Dr. John Gore. This is an institutional initiative bringing together a renowned faculty of imaging scientists with diverse backgrounds in a comprehensive, integrated program with sophisticated core imaging laboratories dedicated to using imaging to improve health-care and add knowledge to the biological sciences. An impressive, new 100,000+ sq. ft. imaging research building has been completed to house this institute and provide state-of-the-art facilities for imaging research at all scales from small animals to human subjects. The department has three NIH training grants, two for post-doctoral fellows and one for pre-doctoral graduate students. The departmental faculty includes basic scientists, and in terms of extramural funding the department currently ranks in the top ten of all radiology departments nationwide.

Vanderbilt Radiology has sponsored CME training programs locally and nationally, including programs in ultrasound, breast imaging, nuclear medicine and PET, and radiologic technology. Many textbooks have been written by faculty in the department, including fundamental and popular books in ultrasound, nuclear medicine, PET, magnetic resonance imaging, and medical physics. The faculty of clinicians and basic scientists are visible in archival literature with dozens of publications each year and all are available to assist in fundamental investigations and the mentoring of medical students, residents, graduate students, and new investigators.
With the planned retirement of a successful incumbent, Jeremy J. Kaye, M.D., Vanderbilt seeks a successor who will accomplish the following specific objectives:

- Maintain and enhance the department’s clinical success and excellence in service
- Grow the strength and reputation of the Department’s research activities through strategic recruitment and development of physician-scientists, effective mentoring, and cultivation of new multidisciplinary programs.
- Strengthen and leverage the well-established relationship with the Vanderbilt University Institute of Imaging Sciences (VUIIS), as well as develop new scientific programs.
- Promote creation of the next generation of academic radiologists by offering residents and fellows preeminent research & scholarship opportunities.
- Recruit, develop and mentor the best faculty and trainees who will assume positions of national leadership.
- Participate in development and execution of the VUMC and SOM plans for growth and innovation.

We seek an individual who possesses the following Competencies and Experience:

**Leadership**

- Accomplished scientific and clinical leadership in radiological and imaging sciences, as demonstrated by a successful research program, outstanding clinical reputation and successful mentees.
- Expertise in leading growth and change efforts – for example, development of new scientific, educational or clinical programs.
- Understands the organizational landscape and is able to anticipate and articulate the critical issues, opportunities, and threats in the foreseeable future.
- Exhibits an appreciation for the need for preparation, collaboration, planning, communication, and benchmarking of results in his/her approach to problem solving and program building.
- Is committed to the professional and leadership development of colleagues, mentees, and self.
- Is skilled at recruitment and retention of scientists and clinicians, and values the role of leaders in mentoring.
- Acts with honor and integrity.
- Develops strong partnerships with all relevant constituents and contributes to the success of all entities.

**Management**

- Ability to manage a complex organization including research, education and clinical missions, with success defined according to broadly accepted measures.
- Skilled at organizing and managing human resources, including resolving conflict.
- Understands and passionately advocates for compliance with institutional and external regulations.
- Ability to delegate effectively while maintaining focus on strategy and overall goals of the Department.
• Understands the nuances of administrating educational and research activities.
• Has participated in the management of a clinical enterprise and demonstrates an understanding of the issues involved.

Mission Performance
• Enthusiastic advocacy for the University’s multiple missions and its commitments to gender equity and diversity.
• Demonstrates an appropriate understanding of and enthusiasm for each of the three missions of an academic medical center.
• Demonstrates commitment to the teaching mission through didactic activity, participation in curriculum oversight and planning, or developing innovative approaches to education and training.
• Understands the breadth of the research mission – basic, translational, and clinical – and is committed to its growth.

Personal and Interpersonal
• A style that fosters and supports change and innovation, with an ability to delegate yet maintain oversight and adherence to high standards.
• Exhibits self-awareness, humility, and empathy in interactions with others.
• Has the courage to act on convictions after adequate communication and gathering of facts and input.
• Exhibits optimism and a high energy level with an orientation towards innovation and action.
• Exhibits the values and behavior of a good citizen within the organization at large.
• Encourages trust, transparency, and optimism.
• Communicates naturally, frequently, and effectively.
• Demonstrates cultural awareness and a commitment to diversity and inclusion.

External Activities
• Has experience working with leadership of hospitals, faculty practice organizations, research institutes, or other mission critical institutions as appropriate.
• Demonstrates, or exhibits the apparent ability to build productive relationships with alumni, donors, government leaders, and related external stakeholders.
• Demonstrates sensitivity to the culture, needs, and aspirations of the community.

Relevant Experience
• A distinguished record of research, teaching, clinical care and administration that is recognized nationally and internationally.
• Managerial experience with budgeting responsibility.
• A visionary and strategic leader with knowledge and experience in academic institutions, health centers, and teaching hospitals.
• Demonstrated experience as a leader who inspires faculty and staff to work together to maximize the potential of the department.
• Understands clinical medicine from the perspective of personal clinical practice experience.
• Has participated in the management of a clinical enterprise and demonstrates an understanding of the issues involved.
• Demonstrated experience in fiscal management.
• Knowledge of the value of health-related research and education and the capability to help to integrate the medical school and the clinical enterprise.

EDUCATION AND CREDENTIALS
Current American Board of Radiology Certification with an M.D., or M.D./Ph.D. is required, with proven scholarly accomplishments, and national recognition in Radiology as evidenced by involvement in academic societies at a national level.

COMPENSATION
Compensation arrangements are competitive and commensurate with both experience and achievement. Vanderbilt University is an equal opportunity, affirmative action employer.
BACKGROUND ON THE INSTITUTION

THE SCHOOL OF MEDICINE

Vanderbilt School of Medicine is ranked among the top 10 U.S. medical schools for total NIH funding. The School is committed to the education of physicians who will be leaders in science and health care, and will provide compassionate care to their patients.

The medical school's major strength lies in the quality of its students and faculty. The School provides a supportive and stimulating environment where students are encouraged to pursue individualized interests that will facilitate careers in leadership. Graduating students traditionally gain entrance to the top-ranked residency programs of their choice throughout the country. The faculty, which represents all specialties, has a national and international reputation for excellence in the biomedical sciences and clinical care.

School of Medicine by the Numbers (2010):
Doctor of Medicine Students 436
M.D./Ph.D. Students 80
M.D./MBA Students 6
M.D./J.D. Students 1
M.D./Divinity 0
Doctor of Audiology Students 42
Doctor of Medical Physics Students 19
Ph.D. Students 492
House Staff 888
Residents 655
Clinical Fellows 233
Postdoctoral Research Fellows 500
Faculty
Full-time Faculty 2,027
Part-time/Volunteer Faculty 1,030
Emeritus Faculty 99
Active Medical School, Faculty, and House Staff Alumni 14,800
FY11 Total SOM Net Revenue $973,200,000
FY11 Sponsored Revenue included in Total $446,300,000
Total Endowment $749,554,617
Tuition (2011-2012) $41,300
VANDERBILT UNIVERSITY MEDICAL CENTER

Overview
Vanderbilt University Medical Center (VUMC) has built a strong reputation as a leader in medical education, research and patient care throughout the nation over the course of its 135-year history. VUMC consists of the School of Medicine, the School of Nursing, and a growing array of inpatient hospitals and ambulatory facilities. At its heart, VUMC is driven by discovery and the immediate incorporation of new knowledge into innovation in patient care and physician and nurse education. It is a unified medical center with a unified strategy. Investments in clinical care, research, quality and patient safety, and customer service all reinforce each other. VUMC is fully integrated within Vanderbilt University, and leverages and embraces Vanderbilt’s world leadership in its strategy and culture.

Medical Education
The School of Medicine awarded its first Vanderbilt medical degrees in 1875. Since the early days, a Vanderbilt medical education has been held in high esteem among its peer institutions, and that legacy continues.

The School of Medicine attracts the most accomplished and talented students in the country. They are drawn by the quality of the training, the excellence of the faculty, the collegial atmosphere between faculty and students and the close personal attention that students receive. The diverse first-year class who will graduate in 2015, selected from a pool of more than 5,300 applicants, represents 36 states and undergraduate degrees from 56 different colleges and universities. The School of Medicine ranks 15th out of 126 accredited medical schools, according to U.S. News and World Report’s annual ranking of graduate education programs and health disciplines released in the 2011 edition of America’s Best Graduate Schools.

Research
Biomedical research at Vanderbilt has long been recognized for its contributions to the advancement of medicine. The School of Medicine claims two Nobel Laureates, Earl W. Sutherland Jr., in 1971, for his discovery of the metabolic regulating compound cyclic AMP, and Stanley Cohen, in 1986, for his discovery (with a colleague) of epidermal growth factor. The Medical School’s reputation for outstanding research is reflected in the amount of federal and private support it receives. Ranked 25th in 1999, the School of Medicine achieved top-10 status among U.S. medical schools for NIH funding in 2009. Support for competitive research grants from all external sources has grown continually to more than $450 million for fiscal year 2011. In addition, five School of Medicine departments ranked in the top ten nationwide in scholarly output in 2006-07, calculated in terms of faculty publications, citations, awards and grants. Major translational research initiatives at Vanderbilt are moving discoveries from the bench to the bedside and will transform health care and health care delivery.

Patient Care
In 2011, the Vanderbilt clinics had over 1,586,000 patient visits, and more than 52,450 patients were admitted to the Vanderbilt hospitals. A principal referral center for physicians and patients throughout the region, Vanderbilt University Hospital (VUH), Monroe Carell Jr. Children’s Hospital at Vanderbilt, and the Vanderbilt clinics consistently rank among the premier health-care facilities in
the United States. VUH is the only hospital in Tennessee to be named to the *U.S. News Best Hospitals* “Honor Roll” of the nation’s top 19 hospitals. Vanderbilt is the only Tennessee health care provider with numerous adult and children’s specialties among the nation’s top 50 by *U.S. News*. VUH is consistently named among the nation’s top 100 hospitals by Thomson Reuters.

*U.S. News & World Report* named Vanderbilt’s specialty programs in heart and heart surgery; gynecology; cancer; kidney disease; ear, nose and throat; endocrinology; respiratory disorders; and urology as among the best programs nationally. In 2006, Vanderbilt achieved designation as Nashville’s first Magnet hospital by the American Nurses Credentialing Center.

Among Vanderbilt’s specialty programs is the Vanderbilt-Ingram Cancer Center, the only Comprehensive Cancer Center designated by the National Cancer Institute in Tennessee that conducts research and provides care for adult and pediatric cancers. The Cancer Center provides innovative, multi-disciplinary care for patients and families along with comprehensive programs in discovery science, translational, clinical and population-based research; and prevention, early detection and survivorship. It is a member of the National Comprehensive Cancer Center Network, a non-profit alliance of the 21 of the world’s elite centers collaborating to improve the quality and effectiveness of cancer care for patients everywhere.

Additionally, VUMC’s Level I trauma center, comprehensive burn center and LifeFlight air emergency transport program offer critical trauma care to a three-state region.

The Monroe Carell Jr. Children’s Hospital at Vanderbilt is the most comprehensive children’s hospital in the state and is dedicated to meeting the unique health care needs of children, from newborns to young adults, by providing primary and sub-specialty services. Children’s Hospital serves as a regional referral center and has been recognized by *U.S. News and World Report* as one of the best children’s hospitals in the nation. Children’s Hospital was also named one of seven pediatric “Top Hospitals” in the nation for providing excellent patient safety in an annual survey by the Leapfrog Group.

**VUMC – Other Major Facilities**

**Vanderbilt Psychiatric Hospital**

This facility provides inpatient and hospitalization services to children, adolescents and adults with psychiatric and substance abuse problems. Services include 24-hour crisis assessment and a year-round accredited school for children and adolescents. The Hospital and the Department of Psychiatry support premier educational and research programs that are core to numerous programs in the neurosciences throughout VUMC.

**Vanderbilt Stallworth Rehabilitation Hospital**

Vanderbilt Stallworth provides comprehensive inpatient rehabilitation services for adult and pediatric (age 6+) patients with neurological, orthopedic and other injuries as well as chronic conditions and disabilities. With state-of-the-art treatment technology, the hospital specializes in the treatment of stroke, brain and spinal cord injury, multiple traumas, amputee, hip fracture and other diagnoses. Designated as a Joint Commission Disease Specific Certified Stroke program, Stallworth
repeatedly exceeds national benchmarks for patient satisfaction and functional outcomes. This hospital is a joint venture with HealthSouth Corporation.

**Annette and Irwin Eskind Biomedical Library (EBL)**

This state-of-the-art library gives patrons access to information worldwide through the very latest in informatics retrieval and management technology. Following a non-traditional path to information delivery, the Eskind Biomedical Library incorporates knowledge management principles into education, research and patient care. The Informatics Center Knowledge Management provides high-level data and knowledge organizational skills. Current knowledge management services include expert genetics/molecular biology information assistance to support biomedical research and in-depth clinical evidence to inform the development of local and national patient care guidelines.

**VANDERBILT UNIVERSITY**

Vanderbilt University, founded in 1873, has evolved over the years from its roots as a Nashville, Tennessee and regional institution to a preeminent, world-class University. It has been a member of the Association of American Universities (AAU) since 1950. Vanderbilt has ranked among the top schools in the United States since the 1960s with a number of graduate and professional departments rated among the very best; at present, the University is ranked among the top 20 in the nation, and it constantly aspires to improve.

As a direct result of comprehensive campus wide management, including all the professional schools and arts and science, and explicitly capitalizing on the power of the medical center, sponsored research and project awards grew to $587.2 million in FY11. The National Science Foundation ranked the University 22nd in federal research and development funding among U.S. colleges and universities based on FY07 data, the last year in which rankings are available. Vanderbilt's arts and science, engineering and education schools have all recorded significant growth in research funding. Vanderbilt University is one of only 12 national institutions ranked in the top 25 in both *U.S. News and World Report* and in Federal Obligations for Research (NIH, DOD, NSF), which speaks to its culture of balanced excellence across the missions of education, research, and service to humanity.

Vanderbilt provides a gateway to greatness, drawing the best and brightest students from across the nation and around the world. Vanderbilt alumni can be found in Congress, on the judicial bench, in the pulpit, heading corporations, conducting innovative medical research, writing for and appearing on the stage and screen, and playing in the NFL and major league baseball.

An independent, privately supported university, Vanderbilt is the largest employer in Middle Tennessee and the second largest private employer in the state.

The university is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award bachelor's, master's, education specialist's, and doctor's degrees. The Schools in the system are entrepreneurial, innovative and disciplined, and the University is in excellent financial shape. The Schools and Degrees include:

![Heidrick & Struggles](image)
- **College of Arts and Science**: Bachelor of Arts, Bachelor of Science, Master of Arts*, Master of Science*, Doctor of Philosophy*
- **Blair School of Music**: Bachelor of Music
- **Divinity School**: Master of Divinity, Master of Theological Studies, Master of Arts*, Doctor of Philosophy*
- **School of Engineering**: Bachelor of Engineering, Master of Engineering, Master of Science*, Doctor of Philosophy*
- **Graduate School**: Master of Arts, Master of Science, Master of Arts in Teaching, Master of Liberal Arts and Science, Master of Fine Arts in Creative Writing, Doctor of Philosophy
- **Law School**: Master of Laws, Doctor of Jurisprudence, Doctor of Philosophy*
- **School of Medicine**: Master of Laboratory Investigation, Master of Science in Medical Physics, Master of Public Health, Master of Science in Clinical Investigation, Master of Health Professions Education, Doctor of Audiology, Doctor of Medicine, Doctor of Medical Physics, Doctor of Philosophy*, Master of Education of the Deaf, Master’s in Speech-Language Pathology*
- **School of Nursing**: Master of Science in Nursing, Doctor of Philosophy in Nursing Science*, Doctor of Nursing Practice
- **Owen Graduate School of Management**: Master of Business Administration, Master of Science in Finance, Master of Accountancy, Master of Management in Health Care Doctor of Philosophy*
- **Peabody College** (of education and human development): Master of Education, Master of Public Policy, Master of Arts in Teaching*, Master of Science*, Doctor of Philosophy*

*These degrees are awarded through the Graduate School, but are listed under both the Graduate School and the specific school of the university.

**MEHARRY VANDERBILT ALLIANCE**

The Meharry-Vanderbilt Alliance is a bridge between two dynamic academic medical centers, Meharry Medical College and Vanderbilt University Medical Center, each of whom brings rich histories and strengths to this unique collaboration. The Alliance, founded in 1999, has fostered programs between the two institutions in medical education, facilitated clinical care for the underserved and developed a robust research portfolio, with joint research grants totaling more than $267 million and over 300 joint publications. With this outstanding foundation of accomplishment, the Alliance is highly focused on translational and community based research with special attention to underserved communities and the elimination of health disparities.
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