

The Road to Being Chair AADS 10/5/02 ...

**The one less traveled by; and that has
made all the difference** APD-ADS 9/15/12

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APD Sept. 15, 2012

My Story May Not Compare with Others

- Departments/Med Schools differ
- Qualities of the individual must match the needs of the department/school
- Politics
- Timing
- Motivation

Dermatologic Surgery at Mayo

1986-1995

- Establish Practice
- Opposition by surgeons
- Educate: residents, staff, fellows
- Add Faculty

Chair search Mayo Arizona 1995 vs. 1998

1995 Politics-Extra departmental

1998 Timing

Opportunity

Agenda

Family

Dermatology Mayo Rochester 2000

Intradepartmental Politics

“Randy, you’ve inherited the most dysfunctional department in Rochester” H. Smith, Mayo CEO

Departmental Reorganization

Abdicate old position

Chair Job Description

- Practice Management- Finance, Coding, Billing, Patient Complaints
- Personnel Management- Mentor, promote faculty, residents, paramedical staff... “psychotherapist”
- Recruit/Retain
- Space Acquisition
- Politics- Intra & Extra departmental
- Education: med students, residents, fellows, CME
- Alumni Relations
- Research: clinical, basic
- Continue your own professional interests
- Maintain balance in your life/family
- Etc....

Skills Required to be a Chair

Somewhat Important

- Clinical
- Research
- Education
- Administrative
- Intellect

Extremely Important

- Integrity
- Trust
- Drive
- Perseverance
- Ability to Communicate
- Vision

Decision Making Spectrum

Knowing When to Pick the Right DM Style

Consensus (10/40/40/10)

Delegate (Divisions, Standing Committees)

Leadership not a popularity contest

Take responsibility along with authority

“Benign Dictatorship”

Why be a Department Chair?

Not for the money

Not for the power

Not for your wife/family

Not to improve your self esteem

Not because it will make you popular

Not because you are the smartest or the best

The chair is really a middle manager

Why be a Department Chair?

Passion to make a difference

Vision for the Department/Specialty

Personal Satisfaction; *job well done*

Succession

Tenure usually 6-10 years: what will you do when you are finished?

Develop a short list of successors early and give them leadership responsibilities

Set the stage for a smooth transition

Chair is not the best job

The *best job* is working in a department with a good chair

Win some - Lose some...expect it

- Fellowship Program Director
- Chair, Div. of Derm Surgery
- RRC 1994-2010 (chair)
- ABD, ABMS BOD, COCERT, Assist. Exec. Dir.
- Mayo Clinic Education Com.
- Robert H. Keickhefer Prof.
- Fredrick Mohs Award ACMS
- Pres. AAD
- Pres. ACMS
- Subspecialty certification in dermatologic surgery (TBD)
- ***Persistence....but only if you enjoy the work***

There is life after being chair

...thank God my wife still loves me and
was happy I was more available to her
when I stepped down as chair!