

Chair, Department of Radiology
Keck School of Medicine
University of Southern California
Los Angeles, California

THE SEARCH

The Keck School of Medicine (Keck School) at the University of Southern California (USC) seeks an aspirational, collaborative, and effective change-agent and builder to serve as its next Chair of the Department of Radiology. The Chair will join a top-tier medical school with a legacy of educational innovation and community-based clinical care at an exciting time as USC continues making strides toward doubling its research enterprise while scaling its health system. This is an opportunity for an accomplished physician leader to bring transformation and impact to the Department, Keck School, and an expanding network of hospitals, clinics, and affiliate hospitals in Southern California.

The Department of Radiology comprises 58 full-time faculty, 21 staff members, 47 residents, 18 fellows and postdocs, 8 fellowship programs, and the Molecular Imaging Center, which has secured over 50 grants since 2009. The Department is also home to one of the largest and most competitive diagnostic radiology programs in the country. Reporting to the Dean of the Keck School, Dr. Carolyn Meltzer, a neuroradiologist and nuclear medicine physician, the Chair will be responsible for the strategic leadership of the Department during a time when outlining a vision of growth for the Department, collaborating creatively with key constituents within the health system, and raising the Department's national profile are key priorities. A collaborative specialty by nature, the Chair will strengthen the Department's tripartite mission of education, research, and clinical care, leveraging Keck School's extraordinary strengths to expand the boundaries of medical imaging at USC. The Chair will be a builder and bring an entrepreneurial spirit to help establish the Department as the preeminent destination for providing the highest quality medical education and training, research, and patient care in Radiology to the greater Los Angeles community and beyond.

To achieve these goals, the Chair must be an experienced leader adept with change management, with strong relationship-building skills and the highest personal integrity and professional commitment to service and community engagement. It will be crucial for the next Chair to build community and a sense of shared purpose as a trusted ambassador for the Department and the larger health system, in addition to being strategic and visionary in setting goals, recruiting and developing talent, utilizing resources, and

developing infrastructure and partnerships. To be successful, the Chair will address a number of key opportunities and challenges, listed below and outlined in detail starting on page seven of this document:

- Develop, execute, and effectively communicate a strategic and cohesive vision;
- Strategically recruit, develop, and retain talented faculty and staff;
- Develop and enhance the infrastructure needed to support the tripartite missions of education, research, and clinical care;
- Foster and ensure a culture of trust, collaboration, accountability, and transparency;
- Build a robust financial strategy to achieve the Department's missions;
- Serve as an effective leader, ambassador, and advocate for the Department across Keck School, USC, and the community;
- Forge ties with key partners and deepen existing relationships.

A complete list of the desired qualifications and characteristics can be found at the conclusion of this document, which was produced with the support of Isaacson, Miller, a national executive search firm.

THE KECK SCHOOL OF MEDICINE

The Keck School of Medicine of USC (Keck School) is one of the nation's premier medical schools, distinguished by its robust research enterprise, excellence in medical and graduate education, and deep commitment to health equity and community service. The Keck School is home to 2,079 full-time faculty, 269 part-time faculty, over 2,000 voluntary faculty physicians, more than 1,200 residents and fellows across three major hospitals, 2,329 staff, and more than 3,000 students enrolled in a wide range of academic programs. These include a nationally regarded MD program, 30 graduate programs in the health sciences, dual-degree pathways such as MD/PhD, MD/MPH, and a robust portfolio of postdoctoral, undergraduate, and continuing education offerings.

The Keck School holds academic affiliations with leading Los Angeles institutions including Children's Hospital Los Angeles (CHLA) and Los Angeles General Medical Center (LA General). Keck School also benefits from its integration within a broader university-based medical system—Keck Medicine of USC—which includes the Keck Medical Center of USC (comprising Keck Hospital and the USC Norris Cancer Hospital), USC Arcadia Hospital, USC Verdugo Hills Hospital, and more than 40 outpatient clinics. In total, Keck School of Medicine dedicates over 450,000 square feet to research space across 19 buildings, supporting a wide array of biomedical research initiatives.

A New Era of Renewal, Opportunity, and Growth

The Chair of Radiology will join the Keck School at a time of continued institutional momentum. Under the leadership of Dean Carolyn Meltzer—an accomplished academic radiologist and national leader in faculty advancement —Keck School is advancing a bold strategic roadmap focused on discovery, translational science, community engagement, and educational innovation. Appointed in 2022, Dean Meltzer previously served as Chair of Radiology and Imaging Sciences at Emory University for nearly 16

years and held key leadership roles in research, academic advancement, and culture and community engagement, including roles on a national level, such as professional and advisory boards of the Radiological Society of North America, Council of Deans at the Association of American Medical Colleges, American Society of Neuroradiology, American College of Radiology Board of Chancellors, and California Institute of Regenerative Medicine.

Following a completed \$7 billion university-wide campaign—one of the largest in U.S. higher education—USC has launched a \$3 billion-dollar fundraising campaign in support of the health sciences. As the university undergoes a leadership transition in 2025, with President Carol Folt concluding her term and new interim leadership in place, the Keck School remains anchored by a strong and ambitious health enterprise strategy. The Health Affairs division, led by Senior Vice President for Health Affairs Steven Shapiro, continues to oversee the integration of clinical, research, and educational priorities across the academic health system, including schools of pharmacy, social work, dentistry, and gerontology.

Keck School of Medicine is executing a forward-looking Strategic Roadmap (2025–2027) that aligns with USC's Health Sciences 3.0 vision. Key initiatives include expanded support for cross-campus collaboration, industry partnerships, and commercialization through the USC MESH Academy. Recent examples of this innovation ecosystem include: a strong partnership across the Viterbi School of Engineering and Keck School with a joint center for stem cell engineering and multiple pilot grant programs, a partnership with StemCardia to advance regenerative cardiology, and a revamped primary care curriculum that integrates lifestyle medicine and prevention science. These efforts reflect Keck School's commitment to pioneering research, entrepreneurial thinking, and patient-centered care.

KECK MEDICINE OF USC

Keck Medicine of USC is the University of Southern California's academic health system, recognized as one of the leading university-based medical enterprises in the Los Angeles area. It encompasses a comprehensive network of hospitals, outpatient clinics, and specialized care centers, delivering advanced, research-driven healthcare services to a diverse patient population across Southern California.

CLINICAL NETWORK AND FACILITIES

At the core of Keck Medicine is the Keck Medical Center of USC, comprising:

- **Keck Hospital of USC**: A 401-bed acute care hospital offering a wide range of specialized services, including organ transplantation, neurosurgery, and minimally invasive surgical procedures.
- **USC Norris Cancer Hospital**: A 60-bed facility dedicated to cancer care, closely integrated with the USC Norris Comprehensive Cancer Center.

In addition to these flagship hospitals, Keck Medicine includes:

- USC Verdugo Hills Hospital: A community hospital providing comprehensive healthcare services to the Glendale area.
- **USC Arcadia Hospital**: Formerly Methodist Hospital of Southern California, this facility joined Keck Medicine in 2022, expanding the system's reach into the San Gabriel Valley.
- More than 40 outpatient clinics: These facilities extend Keck Medicine's services across Los Angeles, Orange, Kern, Tulare, and Ventura counties, offering accessible care in various specialties.

Keck Medicine is also expanding its reach through major new cancer care facilities beyond the Health Sciences Campus. In Pasadena, a new state-of-the-art medical office building is slated to open in 2025, offering comprehensive oncology services—including infusion, medical oncology clinics, and radiation oncology—bringing cancer care closer to patients in the San Gabriel Valley.

In Newport Beach, Keck Medicine <u>recently opened the USC Norris Radiation Oncology and Imaging Center</u>, a cutting-edge outpatient facility offering advanced radiation oncology services and cancer imaging, enhancing access for Orange County residents.

ACADEMIC INTEGRATION AND RESEARCH EXCELLENCE

Keck Medicine is closely affiliated with the Keck School of Medicine of USC, fostering a synergistic environment where clinical care, research, and education intersect. This integration facilitates the translation of scientific discoveries into clinical applications, enhancing patient outcomes and advancing medical knowledge.

COMMUNITY ENGAGEMENT AND IMPACT

Committed to serving the diverse communities of Los Angeles, Keck Medicine actively engages in partnerships aimed at improving public health and increasing access to care. Collaborations with institutions like LA General and CHLA exemplify this commitment. These partnerships not only enhance healthcare delivery but also provide valuable training opportunities for medical students and residents, reinforcing Keck Medicine's role in cultivating the next generation of healthcare professionals.

THE CURRENT CONTEXT OF THE DEPARTMENT OF RADIOLOGY

The new Chair will lead a department that is ready and enthusiastic to join the momentum, harnessing Keck School and USC's many assets to drive change as the effects of COVID-19 and shifting practices around remote work have greatly impacted the field of Radiology and by extension, the Department. As a nimble builder with a long-term vision for growth, the Chair will deftly navigate these disruptions to drive impact across the clinical, research, and educational missions:

CLINICAL

The USC Keck Hospital has historically been a tertiary and quaternary care hospital, where surgical specialties have dominated. To be successful, Keck must continue to expand its clinical footprint, particularly in specialties that support the tertiary and quaternary business. This means addressing pressing needs to better integrate the Department of Radiology with relevant units of the health system to deliver timely, quality care for patients with complex care needs. As Keck Medicine continues to expand to more hospitals, most recently with the acquisition of Methodist Hospital of Southern California — now USC Arcadia Hospital — it will be vital for the new Chair to expand outpatient imaging centers throughout the region. This growth requires increased discipline around clinical practice and operational expertise, including service line definition and expansion, expectation setting, and a fluent understanding of the changing financial model within Keck School.

RESEARCH

The Department of Radiology must also continue to grow the Department's research portfolio in both clinical and pre-clinical imaging research. The Chair must understand clinical and translational research at the highest levels, folding the academic mission of the Department into the clinical mission of the unit. The Keck School supports numerous research centers and institutes, including the Norris Comprehensive Cancer Center, USC Stevens Neuroimaging and Informatics Institute, USC Hastings Center for Pulmonary Research, Southern California and Translational Science Institute, and Center for Innovation in Medical Visualization (based in Radiology).

EDUCATION

Medical education is the core priority of Keck School, and the education provided at the Department of Radiology is superb at all levels. Every year, Keck School attracts 120 incoming medical students who are accomplished, diverse, energetic and socially engaged. Each year, the Department of Radiology supports approximately 40 residents, 8 fellowship programs, and 15 fellows. The Chair must work to foster a departmental culture that is welcoming and responsive to students and trainees to ensure the highest quality training and a positive, healthy learning environment. The Chair's efforts should grow and enhance the training, mentorship and development of its students, residents and fellows.

THE DEPARTMENT OF RADIOLOGY

Capitalizing on the proud tradition of providing excellent clinical imaging and patient care, the Department continues to expand its research program and facilities with the goal of growing it into a premiere national program in radiology. Currently, there are seven divisions in the Department (see below), all with the goals of further defining Keck School's mission in their respective sub-specialties, including optimizing the quality of clinical care, incorporating new advanced techniques in practice, developing close working

relationships with clinical services, and improving training programs to continue providing quality teaching for residents and fellows.

- <u>Division of Body Imaging</u>
- Division of Breast Imaging
- <u>Division of Emergency Radiology</u>
- Division of Musculoskeletal Radiology
- Division of Neuroradiology
- <u>Division of Nuclear Medicine</u>
- <u>Division of Vascular and Interventional Radiology</u>

Advancing clinical and translational research to benefit patients is at the core of the Department's research program. It is actively engaged in both clinical and pre-clinical imaging research. Not only do faculty strive to regulate research methods to help ensure valid findings, but they also create standardized clinical research processes that are cost-effective, time-sensitive, and transparent. Members of the Los Angeles communities come to this Department for its pioneering sophisticated imaging techniques and services through its state-of-the-art USC Molecular Imaging Center, Radiomics Lab, and 4D Quantitative Imaging Lab. Physicians and scientists across Keck School and USC are leveraging artificial intelligence (AI) across the spectrum of health care by merging clinical medicine and research, with the goals of producing data and results that could help to individualize health care, create new cures, and make patient care more affordable, accessible, and equitable.

Students, residents, and fellows at the Department receive superb education and training through access and exposure to clinical facilities at LA General Medical Center, Keck Hospital of USC, Norris Comprehensive Cancer Center, and an on-campus outpatient imaging facility, a PET center, and a small animal imaging center for training in both clinical and research settings. Education opportunities include the Diagnostic Radiology Residency Program and Integrated Interventional Radiology Program and nine specialized fellowship programs supporting eighteen positions. The Department also supports medical rotations, selectives, and clerkships for non-USC students, as well as individually tailored subspecialty elective rotations.

Offering a full spectrum of clinical services and programs to its referring clinicians and patients using advanced equipment within all of its clinical sites, the radiologists at the Department have extensive subspecialty training and are highly sought-after physician-scientist-leaders in the local, national and international medical community. Specialty areas of programs and services include: X-Ray, Computerized Tomography Scanning (CT), Vascular and Interventional Radiology, Molecular Imaging, Magnetic Resonance Imaging (MRI), Cardiac Imaging, Nuclear Medicine, Positron Emission Tomography (PET), Ultrasound, Mammography and other Women's Imaging Screening Programs, and 4D Quantitative Imaging.

THE ROLE OF THE CHAIR OF THE DEPARTMENT OF RADIOLOGY

The Chair leads the research, clinical care, and education programs of the Department of Radiology. The Chair is responsible for overseeing day-to-day operations and strategy across the Department, providing leadership and oversight of a world-class education program, supporting exceptional clinical care programs, and inspiring and guiding cutting-edge research.

The Department comprises 58 faculty, 21 staff members, 5 research staff, 3 resource employees, 47 residents, 15 fellows, 3 postdocs and 10 research students. The budget for the Department in fiscal year 2023 was approximately \$44 million.

KEY OPPORTUNITIES AND CHALLENGES FOR THE NEW CHAIR

To be successful, the new Chair will address the following key opportunities and challenges:

Develop, execute, and effectively communicate a strategic and cohesive vision

- Bringing a deep understanding of the evolving aspects of the field of radiology, to drive a strategic, forward-looking, and well-defined vision for the Department to become one of the top-ranked programs nationally;
- Foster research and innovations while continuing to strengthen exceptional clinical services and education;
- Expand the Department's clinical footprint by driving partnerships with community practices and imaging providers and the development of outpatient imaging centers;
- Strategically map out the growth areas and innovations in the field, leveraging sophisticated imaging analysis, artificial intelligence (AI), biomedical engineering (BME), precision medicine, imaging center and infrastructure, and interdisciplinary research areas;
- Collaborate across departments and hospitals to serve as a vital unit for the entire health system, proactively solving problems and proposing solutions.

Strategically recruit, develop, and retain talented faculty and staff

- Recruit exceptional clinicians, physician-scientists, and educators who are drawn to innovative and interdisciplinary research work to significantly grow the number of faculty in the Department;
- Develop and mentor junior faculty through intentional professional and leadership development;
- Bring an understanding of compensation models, retention and recruitment strategies, and a
 history of advocacy on behalf of the department to ensure competitive compensation for
 faculty and staff.

Develop and enhance the infrastructure needed to support the tripartite missions of education, research, and clinical care

- Collaborate with Keck School to improve the IT infrastructure for Radiology research;
- Build and strengthen partnerships with imaging companies to bring in novel technology capabilities to the Department;
- Generate and expand resources to grow the Department's clinical infrastructure; partner with the health system to strategically improve radiology equipment;
- Optimize diagnostic imaging services across all practice sites and improve service turnaround.

Foster and ensure a culture of trust, collaboration, accountability, and transparency

- Cultivate a culture and climate in which faculty, staff, and students feel nurtured, respected, and valued as members of the broader community;
- Build an inclusive community with strong sense of belonging and emphasis on wellness;
- Lead, engage, and empower faculty, staff, and students, bringing people together and building mechanisms for continuous improvement, feedback, and open dialogue.

Build a robust financial strategy to achieve the Department's missions

- Act as a key business partner to the Keck School executive team, fellow department chairs, and health system leadership;
- Bring a sophisticated understanding of the financial challenges within the health system and design and institute successful remedies;
- Leverage and further develop an initial investment to generate strong ROI for infrastructure, programs, and people;
- Streamline processes to enhance efficiency;
- Leverage Department's strengths in advanced imaging services, building out sub-field specialties;
- Effectively engage the health system and advocate for optimizing the equipment by practice site and predominant service line use.

Serve as an effective leader, ambassador, and advocate for the Department across Keck School, USC, and the community

- Establish the department as a valued member of the broader USC community;
- Foster relationships with departments across Keck School, encouraging interdisciplinarity to drive success across mission areas;
- Possess communication and negotiation skills to navigate a matrixed leadership environment to advocate on behalf of the Department.

Forge ties with key partners and deepen existing relationships

 Develop new philanthropic opportunities and deepen relationships with a successful group of alumni;

- Explore partnerships with new affiliates, hospitals, private, and/or community practices that provide radiological services, and/or imaging providers and companies across LA.
- Champion Keck School's historic relationship with Los Angeles County and other external affiliates, understanding the Department's vital role in providing communitybased healthcare to the city of Los Angeles and its diverse community.

QUALIFICATIONS AND CHARACTERISTICS

This position requires a leader with vision, breadth, drive, and an entrepreneurial spirit. A compelling combination of organizational leadership skills and the interpersonal ability to lead and inspire confidence in diverse constituents working across a vast, matrixed environment. The Chair must possess a clear vision for how the Department can combine research, education, and clinical care in alignment with Keck School's ambitious goals and strategies; as well as for how to engage, nurture, and maximize the potential of faculty and staff at the Department in order to enable their continued growth and flourishing. The desired qualifications and experience of an ideal Chair include the following:

- Stature and recognition for innovative, advanced academic scholarship and leadership; an MD
 or MD/PhD and an academic record commensurate with appointment to the rank of full
 professor is required;
- Effectiveness in a complex system of distributed leadership; experience working in a highly matrixed environment;
- Demonstrated leadership and success in advancing the tripartite missions of research, education, and clinical care; experience with and exposure to a hospital-based healthcare environment;
- An outstanding record of effectively team building and managing people; a strong team orientation, along with a willingness to circulate widely and listen well;
- The capacity to effectively lead and change culture within an academic community based on consensus-building, transparency, and candid communication;
- A commitment to excellence in recruiting, retaining, and developing faculty; a history of strategic investment in faculty and their research; extensive experience in promoting interdisciplinary research;
- The highest standards and ethics and integrity, with a deep commitment to transparency and accountability in policy and strategy;
- Demonstrated commitment to and concrete experience in fostering and supporting programs that address justice, equity, diversity, and inclusion;
- Proven support for innovation in medical education and training programs, including promoting exceptional teaching and learning in an interprofessional environment;
- Excellent communication and interpersonal skills.

LOCATION

The University developed in stride with the dynamic city of Los Angeles, a global center for art, technology, culture, industry, and trade, and a vividly international city with one of the most diverse populations on the planet. Now the creative capital of the Pacific Rim, Los Angeles has never lost its frontier edge and constantly re-invents its physical fabric, its economy, and its society. USC is both in and of its city. It was shaped by a succession of visionaries who invested their time, insight, and financial resources to build one of the world's great universities in the heart of a consequential global mega-region.

USC contributes significantly to the region as one of its largest economic engines. The University is the largest private employer in the city of Los Angeles, providing nearly 27,000 jobs and creating non-university job opportunities for thousands of additional residents each year. USC generates \$4.9 billion annually in economic activity in the Los Angeles region and beyond, which does not include the direct spending or impacts of the USC hospitals. In addition, because of USC's long tradition of excellent professional education, USC alumni represent a large percentage of the business leaders and practicing professionals in the region. More details about Los Angeles can be found <a href="https://example.com/here-nearly-com/h

COMPENSATION

The anticipated compensation for this position is about \$830,000 - \$950,000 annually and is commensurate with related experience and qualifications. Relocation assistance is available. USC offers an inspiring higher education environment and excellent benefits, including medical, dental, vision, retirement, and paid time off. Learn more about USC Employee benefits at https://employees.usc.edu/benefits-perks.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

USC has retained Isaacson, Miller, a national executive search firm, to assist in this search. Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and application packets (CV and cover letter) should be sent via the Isaacson, Miller website for the search: https://www.imsearch.com/open-searches/usc-keck-school-medicine/radiology. Electronic submission of materials is required.

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USC is an equal-opportunity educator and employer, proudly pluralistic and firmly committed to providing equal opportunity for outstanding persons of every race, gender, creed and background. The university particularly encourages members of underrepresented groups, veterans and individuals with disabilities to apply. USC will make reasonable accommodations for qualified individuals with known disabilities unless doing so would result in an undue hardship. Further information is available by contacting uschr@usc.edu.