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The Search Committee for
President, University of Central Florida

Dear Members of the Search Committee,

I am interested in recently advertised position of the President, University of Central Florida. Because of my experience and training I am uniquely qualified for this position and I am confident, I will enhance status of University of Central Florida. Being the **Chairman of a Psychiatry Department that trains residents and medical students, and provides a wide range of inpatient, outpatient and emergency services**, I am aware of the challenges associated with this position. My formal training in Psychiatry and Nuclear Medicine at Harvard Medical School; Translational Research at MIT; Cognitive Neuroscience at University of Pittsburgh, University of Oregon and Harvard University; Molecular Imaging at Massachusetts General Hospital; Mental Health at the Veterans Administration facilities, and Physiology and Psychology in India provides me a unique perspective needed to take the university to a higher level of excellence.

I have extensive experience of creating and running academic, research and clinical programs. As the Chairman, I **expanded the clinical and academic footprint of Psychiatry Department** at Richmond University Medical Center, by creating new clinical and academic programs. These programs included, a Partial Day Treatment Program, an Intensive Outpatient Program and a Transcranial Magnetic Stimulation (TMS) facility. To enhance academic output, I revised the core curriculum of psychiatry residency training program and psychiatry clerkship. After the revision, all residents complete a research project during the training and they get benefit of psychiatry grand rounds, journal clubs and case conferences that are held every week. It also required members of the faculty to present a grand rounds lecture and supervise a research project every year. I have established a research division in the department which is in the process of bringing multimillion dollar research grant to study chemical dependency. Additionally, I successfully supervised a joint commission accreditation process and was involved in the merger of a state psychiatric facility to the department. I also organized a team to raise funds from the community to upgrade inpatient psychiatry facility. As the chairman, I manage a department that has over a hundred members in the faculty and staff. Additionally, I am involved in hospital administration as a member of the Senior Leadership Team, Medical Executive Committee, Hospital-wide Quality Committee, Pharmacy and Therapeutic Committee, and Productivity Committee.

As the Chairman of Psychiatry department, I supervise nine outpatient clinics, psychiatry emergency unit (CPEP), adult inpatient unit, child and adolescent inpatient unit, mobile crisis unit, day treatment program, intensive addiction outpatient treatment program and partial hospital program. Additionally, I oversee residents' clinic and clerkship of medical students. In a span of a few months, I was able to **enhance census** of almost all of these entities and reduced the wait time for outpatient consultation from over 6 weeks to less than a week. I also established a psychiatric walk-in clinic to allow same day consultation. These efforts made the department **financially strong**.

Previously, as the Vice Chair for Academic Affairs at Boonshoft School of Medicine at Wright State University I implemented a **unique mentorship initiative** to enhance scholarly activity. Under this initiative a junior/research naive individual is paired with a senior/experienced researcher. The senior partner helps the junior partner develop research ideas, acquire preliminary data, explore funding opportunities, write grant applications and publish scientific papers. The junior, in turn provides clinical material to the senior partner.

In addition, I used social events to promote scholarly activities at SUNY Buffalo by organizing **academic cum social events** for all members of the University community on a regular basis. In these events, many interdisciplinary collaborations were established and cross-disciplinary models were developed. I have extensive experience of mentoring students at all levels: undergraduate medical and science students, graduate students, postdoctoral fellows and junior members of the faculty. I was involved in **developing curriculum** for medical students, geriatric psychiatry fellows, psychiatry residents, and psychology and social work interns at different institutions.

To advance my own research and to train junior scientists, I **created a number of world-class research and clinical laboratories** from scratch. These laboratories included the Psychiatric Molecular Imaging Laboratory at Massachusetts General Hospital and Harvard Medical School, Neuroimaging and Molecular Imaging Laboratories at SUNY Buffalo and two laboratories at the University of Minnesota: Molecular and Functional Imaging Laboratory and the Laboratory of Advanced Radiochemistry. Additionally, in India I developed two laboratories: Neurophysiology Laboratory at Gandhi Medical College Bhopal and Behavior Research Laboratory at the Institute of Medical Sciences, Banaras Hindu University. As the founding director of these laboratories I **managed multi-million-dollar budget and a large group of researchers**; recruited faculty members and staff. I provided them stimulating environment that facilitated innovation and personal growth.

In these laboratories, I used a variety of imaging (fMRI, PET, ERP, Molecular Imaging) and cognitive techniques to understand human cognition, emotion and behavior. By establishing research collaboration with physicists, psychologists and computer scientists, I was able to **develop a novel neuroimaging technique** (Single-scan Dynamic Molecular Imaging Technique) that allows detection, mapping and measurement of neurotransmitters released acutely in the live human brain during cognitive, behavioral or emotional processing. The technique has extended the scope of neuroscience research and it is currently being used in a number of laboratories all over the world. Since it is a unique technique, the data acquired employing this technique were published in leading scientific journals including the 'Science'.

In addition to the clinical entities I supervise as the Chairman and described earlier, I have extensive experience of **creating, supervising and running clinical services as the Director**. These services included the Outpatient Chemical Dependency Service at Erie County Medical Center and University at Buffalo, Psychosocial Rehabilitation Program at the VA Medical Center Dayton OH, the Clozapine Clinic for Schizophrenia at the VA Dayton, and the Opiate Addiction Unit at the VA Buffalo. In India, I established and supervised two clinical entities, a Leprosy Clinic and a Mobile Clinic to provide free medical assistance to underserved rural population at their door steps.

As the Director of Outpatient Chemical Dependency Service at Buffalo, I was instrumental in **transforming a financially challenged service to a profitable and academically oriented center of excellence** within a few months. When I was appointed Director, it was at the brink of imminent closure due to financial challenges. By reforming administrative, financial and clinical protocols I was able to transform this entity into a profitable and one of the most respectable addiction treatment facilities in the region. In Dayton VA as the psychiatrist in-charge of Psychosocial Rehabilitation Service, I **implemented the Chronic Care Model**. This model is used successfully to treat people with chronic medical conditions but has never been used in psychiatric conditions. In the opiate addiction clinics at Buffalo, I developed a unique **protocol for treatment of opiate addiction**. It involved psychotherapy and unique buprenorphine dosing. It is one of the most effective protocols for treatment of opiate addiction.

I am aware of the fact that in the current environment of dwindling research funding, it is an uphill task to develop world-class academic programs. However, I take this challenge as an

opportunity to innovate and develop alternate strategies to achieve long-term financial stability. These **strategies include achieving academic excellence**, consolidation of conventional funding sources, exploration of newer sources, and optimization of existing resources. When funds are limited, only the top performers get them. Therefore, achieving academic and clinical excellence is the best way of maximizing funding. I will ensure that health sciences institutions **develop unique skill and expertise**, stays ahead of competition, and receives most of the funding available for teaching, and research. An important funding source that most academic institutions do not fully exploit is the small individual philanthropic contribution. I will work hard to maximize individual contributions to supplement public and private funding. In the past, I have **successfully raised funds** for research and clinical entities both from public and private agencies and foundations. To maximize funding, I will make sure that the university gains confidence of the community and exceed its expectations by working hard, and by ensuring financial discipline, transparency and accountability.

My experience of recruiting and mentoring junior members of faculty, postdoctoral fellows, and graduate, undergraduate and medical students will help me recruit talent and develop a strong mentoring program. In the past I have developed and implemented unique methods to **mentor junior investigators** (described above) with great success.

I think an important responsibility of the President is to maintain relationship with scientific societies, and government entities. My leadership role in a number of scientific organizations will help me make the University visible at the national and international forums. For scientific societies, I have organized dozens of **National and International Conferences** and **Continuing Medical Education events**. I am also the **Editor-in Chief or Editor** of several scientific journals. As the Department Chairman and as the Director of Chemical Dependency Service, I worked with the **Local, State and Federal agencies** to enhance funding and expand outreach.

I know that the President 's position of a leading school comes with serious challenges and incredible opportunities. I think the most important challenge is to build and maintain an **academic environment** that allows members of the faculty, students, and staff to succeed in their endeavors. The environment should maximize each member's potentials and **help them realize their dreams and aspirations**. I believe that success of an institution depends on the success of each of its members.

In my opinion, the President of a world-class academic institution should have futuristic vision, strong leadership qualities and ability to recognize talent. This person should also have the ability to build consensus and resolve conflicts. I have demonstrated these qualities while leading academic entities. As a leader of these entities, I have worked with people having **diverse** academic, cultural, racial and ethnic backgrounds. This experience helped me build an environment that provides each member of the faculty, staff and student the best chance to succeed. As an academic leader, I was able to **create an environment that encouraged creativity and ingenuity**. As a result, these entities were admired and their achievements exceeded expectation. Following is a summary of some of my accomplishments in **selected leadership role**:

- *Chairman, Department of Psychiatry, Richmond University Medical Center (An Affiliate of Mount Sinai Health System).* As the Chairman, I expanded academic and clinical footprints of the department by **creating new clinical and academic programs**. These programs included a Partial Day Treatment Program, Intensive Outpatient Program, and a Transcranial Magnetic Stimulation (TMS) facility for clinical and research use. I helped a state psychiatric facility merge with the department and initiated fund-raising for upgrading the psychiatric inpatient facility. To enhance academic footprint of the department, I revised the core curricula of psychiatry residency training program and psychiatry clerkship to make them evidence based and patient centered. The revision also provided the trainees better academic exposure. It requires all residents to complete a supervised research project during the training and get benefit of psychiatry grand rounds, journal clubs, and case conferences that are held every week. I invited some of the best known academic leaders to deliver grand rounds. Additionally, the revised training program required each member of the faculty to present a grand rounds lecture and supervise a research project every year. With these initiatives, I was able to improve status of the department and transform it from a clinically focused entity to a **vibrant academic center of excellence**.

- *Vice Chairman for Academic Affairs, Department of Psychiatry, Boonshoft School of Medicine, Wright State University, Dayton OH:* As the Vice Chair for Academic Affairs, I created and implemented a unique mentoring initiative to enhance academic output of the department. The initiative which is nick-named '**buddy system**', involves pairing a junior/research naive individual to a senior/experienced researcher who helps the junior partner develop research idea, acquire preliminary data, explore funding opportunity, develop grant application and publish scientific paper. The junior partner in turn provides clinical material to help the senior partner advance his/her own research.
- *Psychosocial Rehabilitation Program at VA Medical Center, Dayton OH:* As the psychiatrist in-charge of the Psychosocial Rehabilitation Program at the VA Medical Center, I implemented a modified version of the Chronic Care Model which is very effective in managing chronic medical conditions like diabetes mellitus. It is the first attempt anywhere in the world **to implement the model for psychiatric conditions**.
- *Director of Outpatient Chemical Dependency Service at SUNY Buffalo:* At the time I was appointed Director of this service, the hospital had decided to shut down the service in the next few months and relinquish its 50 employees. This decision was made because the clinic was losing patients, and had financial challenges. By reforming administrative, financial and clinical protocols, I not only attracted more patients and made the service financially viable, **but also transformed it into one of the most successful addiction treatment facilities** in the region. On becoming profitable, the hospital expanded the service and recruited additional staff.
- *Director of Opiate Addiction Treatment Program at VA Medical Center, Buffalo and University Psychiatric Practice at SUNY Buffalo:* As the Director of opiate addiction treatment programs of these entities, I supervised a staff of over a dozen social workers, nurse practitioners and physicians. In these programs, I implemented a unique protocol for treatment of opiate addiction. The protocol involved specifically designed psychotherapy session and a stratified buprenorphine dosing schedule. It turned out to be one of the most effective protocols for treatment of opiate addiction. It **eliminated the need for long term buprenorphine treatment**.
- *Director of Radiochemistry Facility at University of Minnesota, Minneapolis:* The University of Minnesota at Minneapolis was trying to develop radiochemistry facility to support clinical and research needs for radioisotopes. They were however unable to get the facility off the ground because of the complex chemical protocols, strict regulations involved in the production of radiochemical, and due to shortage of expert radiochemists. The University then handed me the charge and within six months, I was able to recruit qualified staff, purchase equipment, setup the laboratory, write standard operating protocol, and begin production of radioisotopes on a regular basis. The quality of isotopes produced in this facility was **one of the best in the world in terms of yield and specific activity**.
- *Director of Functional and Molecular Imaging Laboratory at University of Minnesota, Minneapolis:* I developed this laboratory from scratch and in less than two years **trained 12 postdoctoral, graduate and undergraduate** students from different disciplines including psychology, computer sciences and neuroscience. We published over 25 peer-reviewed scientific papers in a short period of time and developed a user-friendly software for analysis of dynamic molecular imaging data. It is the **only software available anywhere in the world** for automated analysis of dynamic molecular imaging data.
- *Psychiatric Molecular Imaging Laboratory at Massachusetts General Hospital, Harvard Medical School, Boston:* While working at Massachusetts General Hospital, I developed a psychiatric molecular imaging laboratory and put together a multidisciplinary team to **develop a novel neuroimaging technique** to detect, map and measure neurotransmitters released acutely in the live human brain during cognitive, behavioral and emotional processing. The technique is called Single-scan Dynamic Molecular Imaging Technique (SDMIT), and currently **it is the only technique** that allows detection, mapping and measurement of dopamine released acutely

in the live human brain. Many laboratories all over the world use the technique to study human dopamine neurotransmission. The data acquired using this technique were published in high impact journals including the 'Science'.

For the work done in this laboratory I was selected as the best young researcher at Harvard Medical School and was awarded **Solomon prize**. I also received **research prize** of Massachusetts General Hospital and selected as one of the **best young investigators** by the Society of Nuclear Medicine.

- *Director of Neuroimaging Laboratory, State University of New York at Buffalo:* I spearheaded Neuroimaging initiative at SUNY Buffalo and developed a very active Neuroimaging Laboratory. Within a year I raised over \$6 million in funding and recruited 30 researchers. The researchers came from a number of different disciplines including psychology, philosophy, economics, computer sciences, social work, neuroscience and chemistry. As a part of this initiative, I used a unique approach of **combining social and academic activities** by organizing a biweekly inter-faculty off campus meetings on neuroimaging (in addition to the weekly lab meeting). These meetings were attended by 60-100 members of the faculty, fellows, and students. The interaction between people from different disciplines in these meetings led to successful grant submissions and interdisciplinary collaboration. As a part of this initiative I trained and mentored junior members of faculty. Some of my mentees received extramural funding. Primarily because of my efforts, the university administration decided to allocate internal funding to setup neuroimaging research facility in the campus.
- *Scientific Leadership:* I have conceptualized and organized many national and international scientific meetings. I am founding member of United Scientific Group that publishes a number of open access journals and organizes international meetings all over the world. I am also **Founding Editor-in-Chief** of the open access Journal 'Neuroimaging in Psychiatry and Neurology', **Editor-in-Chief** of the 'Journal of ADHD Care' and the 'Journal of Systems and Integrative Neuroscience', **Founding Editor-in Chief** of 'Adolescent Medicine and Health Care (AMHC)'. I am Founding **Co Editor-in-Chief** of the 'Journal of Reward Deficiency Syndrome and Addiction Sciences'. In addition, I served as the **Chief Editor, Editor, or Associate Editor of 28** other international journals and I am a member of the **Editorial Board of 70** journals and **reviewing editor for over 82 journals**. I have Chaired or Co-Chaired organizing committees of several international meetings, and Chaired the Scientific Committees of about a dozen international conferences. I have been a member of the Organizing Committee of more than a dozen international conferences and **organized a number of CME activities and International Scientific Symposia**.
- *Fund Raising from Small Charitable Foundations:* I think most academic institutions are not very efficient in identifying and securing funding from relatively small local charitable foundations. At Richmond University Medical Center, I am involved in a project to raise about **\$4 million** to upgrade the inpatient psychiatry facility. In Buffalo, NY I was instrumental in identifying and securing approximately **\$1.6 million from local small charitable foundations** for mental health research. These foundations had never funded a medical research initiative earlier.
- *Member of the Executive Committee of Faculty Senate at SUNY Buffalo:* As an elected member of the Executive Committee of Faculty Senate of State University of New York at Buffalo, I used to have biweekly meetings with the President and Provost of the University to discuss **academic and administrative issues**. I was part of a committee that was charged to make academic decisions for the university and develop its curricula. Additionally, I was instrumental in **fostering international collaboration** between SUNY Buffalo and Universities abroad.
- *Director of Behavior Research Laboratory, Banaras Hindu University, India:* I developed the Behavior Research Laboratory in the Institute of Medical Sciences, Banaras Hindu University in India. In about three years, the laboratory graduated two MDs and a Ph.D. scholar. It trained over a dozen other young researchers. Research conducted in this laboratory was recognized internationally and I was invited to speak in a number of international meetings. Using data

acquired in this laboratory we published several peer-reviewed papers in high-impact journals. For the work conducted in this laboratory, I was awarded the prestigious **B.K. Anand National Prize** for research in Physiology and Allied Sciences.

- *Director of Neurophysiology Laboratory at Gandhi Medical College, Bhopal, India:* As a junior member of faculty at Gandhi Medical College Bhopal, I developed a **Neurophysiology Laboratory** to serve clinical and research needs of the college and affiliated hospitals. The data acquired in this laboratory were published in international journals – one of the first for this medical college.
- *Providing Medical Care to Underserved Population:* In Bhopal, India, I was instrumental in organizing a team of junior members of faculty, residents, fellows, and medical students to deliver medical services to underprivileged communities. The team established a **Mobile Clinic** to make weekly visits to remote rural communities to provide free medical consultation and dispense medications (donated by medical practitioners) at no cost. I also setup a **Leprosy Clinic** to provide free medical care to patients with leprosy who were neglected and segregated at the time in India.
- *Helping Victims of an Industrial Disaster:* I organized a team of medical professionals to provide **medical care at door steps** to people who were affected by an industrial accident that killed over 4000 people and disabled thousands in the city of Bhopal (India) in 1984.

My formal training in Clinical Medicine (MBBS, MD), Psychology (MA), Cognitive Neuroscience (3 Postdoctoral Fellowships), Neurophysiology (MD), Translational Research (MMSc), and Psychiatry (residency) provides me a unique perspective on higher education. It helps me integrate divergent viewpoints originating from different disciplines. Further, my experience of working both in the University and in the Veterans Administration Medical Centers allows me to understand and coordinate academic initiatives across institutions. Since I have worked as a member of the faculty in institutions having impeccable credentials, and also in institutions that are struggling to achieve that status, I know what makes an institution attain global leadership status and what makes it remain unrecognized. I will use this understanding to further enhance the status of University of Central Florida.

I believe that members of the faculty, staff, and students are the best asset of an academic institution. University of Central Florida has a large pool of talented people in the faculty. This pool will find that my experience, enthusiasm and vision complement their dreams. Together we can take the University to a higher level of excellence.

If selected, I will be delighted and honored to get a chance to serve the University of Central Florida

Thank you.

Sincerely,



Rajendra D. Badgaiyan, MD