

Top 10 Things You Wish You Had Known *Before Becoming a Division Director*

- 1. Who are the key people** to talk to in order to get things done?
- 2. How the structure** of the hospital and medical school systems and finances work and where Rheumatology fits?
- 3. Talk to other Rheumatology division directors** to get advice and help.
- 4. How salaries are derived and structured,** and how to negotiate better salaries?
- 5. Identify local resources** for Professional Conflict Mediation.
- 6. How to recruit faculty** and retain them?
- 7. How to manage expectations and output** of all staff—MDs, RNs, front line staff?
- 8. Understand the importance** of team building within the division.
- 9. Understand the importance** of alliances with other divisions on clinical, educational, research and administrative activities.
- 10. Time management**—balancing personal and professional time commitments.