



CUNY <> DEPARTMENT OF RADIOLOGIC TECHNOLOGY & MEDICAL IMAGING

## Course Syllabus

### **RAD 4830 OL23 Capstone Leadership Roles in Medical Imaging**

**Bachelor of Science in Radiological Science**

**Fall 2024 - Tuesday 6:00 – 8:30 pm**

**Zoom Meeting ID: 846 1374 9422**

**Passcode: CAPSTONE**

**Delivery:** Online Mixed (Synchronous and Asynchronous)  
**Faculty:** Professor E. Lespinasse, MS, RT(R)(M) (ARRT)  
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**Office Hour:** Tuesday 4:30 – 5:30 pm - By telephone, Email or Zoom  
**Revised:** **Sept 6, 2024**

*Note: This document is subject to change at the discretion of the course instructor.*

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**PREREQUISITES:** LIB 1201, RAD 3527, RAD 3627, RAD 3628.

### **COURSE DESCRIPTION:**

This course focuses on substantive medical imaging ethical and legal aspects, accreditation, compliance and non-compliance issues. Additional topics will include political context of health care organization and delivery, mechanisms for policy formulation and implementation, reporting, and risk management techniques. Students will examine the various methods of health delivery, explore complex issues and themes that affect medical imaging, radiation therapy and allied health education in a substantial writing assignment.

### **DISTANCE LEARNING EXPECTATIONS:**

This course will rely predominantly on use of Zoom for the synchronous weeks when we meet for lecture, presentations and discussions; and Brightspace (Bs) when you access the information asynchronously on your own. We will use Bs Collaborate in the event that Zoom fails. Please be sure to download the Zoom app in your device in preparation for the semester.

<https://support.zoom.us/hc/en-us/articles/206618765-Zoom-Video-Tutorials>

### **TECHNOLOGY REQUIREMENTS:**

As an online course, reliable internet connectivity is a must and will facilitate a productive and rewarding online experience. Also, students are required to utilize their City Tech email account. I aim to ensure that you have all the necessary resources available to successfully complete your course work.

This course will be **delivered in a seminar format**. Students are expected to fully participate and contribute regularly to completing assignments and other course requirements. Students are also responsible for their own learning and must discipline themselves accordingly.

Many of you may have used Bs and are familiar with the system. For any student who is not accustomed to using Bs, it is best to go to G600 for assistance or visit the following:

- <http://websupport1.citytech.cuny.edu/websupport1/it/online/students/main.htm>
- [http://www2.cuny.edu/wp-content/uploads/sites/4/page-assets/about/administration/offices/cis/core-functions/cuny-Brightspace/user-guides/student/FAQ\\_for\\_student\\_Brochure.pdf](http://www2.cuny.edu/wp-content/uploads/sites/4/page-assets/about/administration/offices/cis/core-functions/cuny-Brightspace/user-guides/student/FAQ_for_student_Brochure.pdf)

### **REQUIRED SKILLS:**

- Microsoft Word
- PowerPoint
- Internet Searches and upload/download files
- Send/receive email attachments

### **COURSE OBJECTIVES:**

Upon completion of RAD 4830, students will be able to:

1. Demonstrate skills in relating to the Joint Commission standards and Health Insurance Portability and Accountability Act (HIPAA) regulations regarding the accountability and protection of patient information.
2. Discuss legal issues and civil procedures.

3. Hiring and training of employees. Optimizing departmental cost structure and budgeting for Radiology or Radiation Therapy department.
4. Evaluate a risk management plan to determine if it complies with effective risk management practice standards. This includes approaches to enhance radiologic safety and quality as related to the radiology protocols, services, equipment and regulatory guidelines.
5. Analyze the various influences of policy on quality, cost and benefits of radiologic services as related to the needs of Emergency department, specialized centers, in-and outpatients.
6. Characterize the impact of technology influencing multiple imaging modalities and radiologic information systems to improve health care delivery, hospital budgets and patient care.

### RECOMMENDED TEXTBOOK:

The following textbooks are not required. They are only recommended as follows:

- Aiken, T. D. Legal and Ethical Issues in Health Occupations, 2<sup>nd</sup> Ed. Saunders, 2008.
- Towsley-Cook, DM, Young, T.A., Ethical and Legal Issues For Imaging Professionals, 2<sup>nd</sup> Ed, Elsevier/Mosby, St. Louis, 2007.
- Kovner, AR, Knickman, JR, Jonas and Kovner's Health Care Delivery in The United States, New York, NY Springer Publishing Company 2005.

### RECOMMENDED WEBSITES:

The Center for Health Professions at <http://futurehealth.ucsf.edu/pewcomm/competen.html>

Accreditation agency for radiology department <http://www.acr.org/Quality-Safety/Accreditation>

Federal advising for radiologic equipment policies at <http://www.fda.gov/MedicalDevices/>

Federal guidance for radiation protection for public at <http://www.fda.gov/Radiation-EmittingProducts/FDARadiologicalHealthProgram/default.htm>

Discussions on Radiology Business and Economics at <http://www.radiologybusiness.com>

Also see at <http://www.auntminnie.com/>

### ASSIGNMENTS:

Assignment due dates will be strictly observed. Failure to post an assignment by the due date will result in grade reduction of 25 points for each overdue day. Follow the outline starting on p.13 of this document and note all due dates to avoid missing an assignment.

### STUDENTS' RESPONSIBILITIES

A CUNY Portal ID and City Tech Email are required to gain access to Brightspace for assignments and to communicate in this course. Student training and assistance is located in the General Building room G600, additionally WebSupport1 has a beginners guide to Brightspace. See Brightspace help sections online.

### ATTENDANCE RECORDING & CLASSROOM CONDUCT

- ✓ Documentation of your attendance will be based only on the Attendance Log maintained in the Zoom system. Once you join the synchronous class at 6:00 PM, you must remain until 8:30 PM.
- ✓ No cellular phone interruptions during class unless you're using your phone to join class.
- ✓ No talking during instructor's lectures or when another student is speaking.
- ✓ **Camera Use:** You are **required to turn on your cameras during class periods and also during remote testing.** We believe it to be important pedagogically to increase engagement, social connection, accountability, and collaboration. Moreover, when testing cameras are essential to ensuring the integrity of the testing environment.

- ✓ **Note:** Although discussions and group learning are encouraged, originality and individual's hard work will be recognized. Blind copying or "unacknowledged borrowing of intellectual work" is considered cheating and could result in an "F" for the course.

### STUDENTS WITH SPECIAL NEEDS

Qualified students with disabilities, under applicable federal, state, and city laws, seeking reasonable accommodations or academic adjustments must contact The Center for Student Accessibility for information on City Tech's policy and procedures to obtain such services. Students with questions on eligibility or the need for temporary disability services should also contact the center at: The Center for Student Accessibility, 300 Jay street, room L-237 718- 260-5143; [citytech.cuny.edu/accessibility/](http://citytech.cuny.edu/accessibility/)

### DEPARTMENT POLICY ON ARTIFICIAL INTELLIGENCE (AI)

In compliance with the core values of academic excellence and integrity, the use of **any** artificial intelligence tools, such as ChatGPT, is strictly prohibited. All students must submit their own original work. Failure to comply violates academic honesty policies and may result in a disciplinary action.

### NYCCT POLICY ON ACADEMIC INTEGRITY

Students and all others who work with information, ideas, texts, images, music, inventions, and other intellectual property owe their audience and sources accuracy and honesty in using, crediting, and citing sources. As a community of intellectual and professional workers, the College recognizes its responsibility for providing instruction in information literacy and academic integrity, offering models of good practice, and responding vigilantly and appropriately to infractions of academic integrity. Accordingly, academic dishonesty is prohibited in The City University of New York and at New York City College of Technology and is punishable by penalties, including failing grades, suspension, and expulsion. The complete text of the College policy on Academic Integrity may be found in the catalog.

No form of academic dishonesty will be tolerated in this course. If a student appears, at the instructor's discretion, to be in violation of the academic integrity policy during an exam or quiz, he or she will minimally and immediately receive a grade of zero. Actions of violation during an exam or quiz will include, and may not be limited to, the following: Talking, looking at another student's paper and suspicious eye contact or gestures. Note that upon additional review, further action may be taken including assigning a grade of "0", and/or dismissal from the program.

### ACADEMIC INTEGRITY PLEDGE

I understand the value of personal integrity and ethical behavior in all aspects of my professional and personal life. By committing to honesty and personal responsibility, I earn the respect and trust of others. As a student at New York City College of Technology, I recognize that the value of my education is not just being able to say I am a college graduate, but it also incorporates the skills, values, and knowledge I have acquired. I thus commit myself to upholding academic integrity as an important aspect of my personal integrity and professional growth. I understand that academic integrity includes:

1. Fully observing the rules governing exams and assignments regarding resource material, electronic aids, copying, collaborating with others, or engaging in any other behavior that subverts the purpose of the exam or assignment, and the directions of the instructor.
2. Only turning in work that I have done myself, and not using unattributed work done by others. While working and studying with others can be an effective way to learn, submitted work will be my own.

3. Giving full and proper credit to sources and references, and acknowledging the contributions and ideas of others, in my academic work.

Further, I have read and understand the college's Academic Integrity Policy found in the New York City College of Technology College Catalog, p. 56 of the spring 2020 catalog:

<http://www.citytech.cuny.edu/catalog/docs/catalog.pdf#page=56>

Modified from the Marquette University Honor Code, PB, RB; AM; 12/23/2020

## COURSE REQUIREMENTS AND ASSESSMENT

Students enrolled in RAD 4830 must:

1. Actively participate in all lecture sessions in person or online
2. Complete all required reading/viewing and in-class activities.
3. Submit and present all assignments
4. Submit and present a research paper 12-15 pages for individual work or 20-25 pages of substance for group work. Cover page, Table of Content, Abstract and Reference pages do not count.
5. Participate in Midterm and Final Examinations.

### Grading Policy for all Radiologic Technology courses designated with the prefix RAD

Grading	Grade Range	Quality Points
A	93 – 100	4.0
A-	90 – 92.9	3.7
B+	87 – 89.9	3.3
B	83 – 86.9	3.0
B-	80 – 82.9	2.7
C+	77 – 79.9	2.3
<b>C</b>	<b>70 – 76.9</b>	<b>2.0 -&gt; RAD 4830 passing grade</b>
D	60 – 69	1.0
F	0 – 59	0.0

## COURSE GRADING

Professional Interview (Due 11/12); Oral presentation (peer evals due 11/18 & 12/9)	15%
Term Paper Report (Due 12/3), oral presentation (peer evals due Dec 13)	25%
Active class and online participation	20%
Midterm Exam	20%
<u>Final Exam</u>	<u>20%</u>
Total	100%

## ACTIVE PARTICIPATION

The contents of this course is extremely important and must be covered in its entirety. Therefore, you are expected to **actively participate** in all assigned activities in and out of the classroom, and/or during online sessions through discussion, inquiry and individual or group activities. This means that it's not enough to just be present in class. You must fully participate in order to receive credits. If you do not have anything to add to a discussion, then asking a poignant question will contribute to the discussion and counted as active participation. On scheduled class days when we meet on Zoom (see p. 13), please

be in the waiting room before we start; say about 5 mins. Late arrivals will be noted and will adversely affect your grade in the Active Participation category.

If we are unable to meet for class because of any unforeseen circumstances, the materials for that week will be available on Brightspace (Bs), and you will be expected to access the information asynchronously. For online assignments and/or lecture sessions, Active Participation will be based on accessing the learning materials on Bs, following instructions, asking questions and posting assignments by the established deadlines. Late posts will be counted as late participation. A 25 point reduction per day will be given for work submitted late. In emergency situations (if Bs is inaccessible), work may be submitted via email with full explanation for the late arrival; otherwise all work should be submitted through the Bs.

On weeks when we don't meet on Zoom, participation will be based on Brightspace assignments (discussion board, and written assignments). Again, students are expected to post their online assignments by the established deadline. Late posts are counted as late participation. A 25 point reduction per day will be given for work submitted late. In emergency situations work may be submitted via email with explanation, otherwise all work should be submitted thru the Brightspace system.

**Note:**

Radiographers are expected to actively interact closely with patients and other members of the medical imaging team. Additionally, as a course being delivered in seminar format, you are therefore required **to join the Zoom Classroom with video when presenting and interacting in class**; thus allowing yourself to be seen during discussions and in particular during exams. Feel free to use a virtual background in order to maintain privacy of your home environment. If you are ill and would like to participate without video, please inform me prior to class.

### **INSTRUCTOR COMMUNICATION AND AVAILABILITY:**

On Tuesday afternoons, I am available from 4:30 to 5:30 PM, to meet with you by appointment only. You may use the same Zoom ID and passcode that we use for class when you have an appointment with me. Please be sure to schedule your appointment ahead of time by sending a request to [radiologictech@citytech.cuny.edu](mailto:radiologictech@citytech.cuny.edu). You will also need to let the department know the reason for the appointment.

Our online class days will meet synchronously and asynchronously. Keep in mind that while the Internet is available around the clock, your classmates and I may not be available certain times. Therefore, it is important that you set a schedule (day of the week and time) that you can follow with fidelity, to do your work and participate in class discussions and submit assignments. If you are working on a group assignment, it is your responsibility to find a mutually agreed time to carry out assigned course work. On days that class meets asynchronously, it may take 24 hours or more for me to respond to emails that are sent before 5:00 pm within that week. In general, emails that are received after 12:00 pm on Friday through Sunday will not receive an answer before the following Monday. Emails that are sent after 5:00 pm before a holiday will not have a response until the following school day.

The instructor reserves the right to make changes to this schedule as appropriate. Students will be informed in a timely manner and an updated document will be posted on Bs. It will not be in your best interest to

wait until the last minute to submit important assignments or ask important questions-- so plan ahead! You can always post course related questions in the Questions for the Professor forum on the Discussion Board. Students are encouraged to answer other students' questions when able. My email address is on the cover page of this form.

## COURSE ORGANIZATION ON BRIGHTSPACE

**ANNOUNCEMENTS:** This is the entry point for the class on Brightspace. Announcements provides up to-date class information. The posting of relevant course notices, assignment messages, due date reminders, or course updates are done here. It is vital that students check the announcements section on a very consistent basis.

**CONTENT:** All class related materials including Course Syllabus, PowerPoint lectures, Handouts etc. are found here. Materials will be posted on Tuesdays.

**ASSIGNMENTS:** This is where graded assignments are found. Submit your professional interview report and peer evaluation of the oral presentations. Same goes for your term paper group assignment report as peer evaluations of the oral presentations. There is also a forum there to submit your research articles for the term paper.

**QUIZZES:** Your midterm and final exams are located here. You will not see them until the actual date and time of the exams.

**DISCUSSIONS:** Most online activities and Discussion questions will be found here. I have already set up a Forum for each activity. Please make sure that your posting relates to each Forum. Due dates have been set for each.

## MIDTERM EXAM

This exam is comprehensive and will consist of all previously covered materials, discussions and virtual activities. It will be administered on Bs synchronously under the [Quizzes tab](#). The exam will begin immediately after student presentations. Please see the Course Outline on p. 13.

## ARTICLE SUMMARY

Each student is required to search and find published articles that are related to the term paper, published within the past 5 years. 3 summaries of your choosing are required. Each article must be summarized into one single page and double-spaced document with 1 inch margins and Times New Roman 12 font. Please see the outline on p. 13 for due dates.

## PROFESSIONAL INTERVIEW:

Write a minimum of 5 and up to 10 poignant questions you would like to ask someone in your desired leadership position. Your questions must lead to information that goes beyond course materials. You are fully expected to ask more than 5 questions. You should aim to gather information that you would want to know if you were considering such position or title.

My advice to you:

1. On the first day of class, start thinking about whom you would like to interview.

2. Approach the person on a good day when he/she is not busy and in a pleasant mood or disposition.
3. Explain that you need to conduct an interview as an assignment for your leadership class and that you chose this person above all others (put in your own words).
4. Give them a date by when the interview must be done. Of course the date you give them must be long before the assignment's due date; that way you have a little cushion in case the person encounters a scenario that keeps them from your interview deadline.
5. Importantly, tell them how much time is needed for the interview. Be reasonable about this part. Remember, people in positions of power are extremely busy; so! Do plan ahead as best you can.
6. Please save your Interview document in PDF, double spaced using this format: Your last name, first name Interview Paper. Example: Save as: *Lespinasse, Evans Interview Paper*. Post on Bs, Assignments tab only 1 version to me by 11/12/24, before 6pm.
7. On the due date (11/12/24), you will participate in evaluating the oral presentations of each of your classmates. A rubric for the evaluation is available on Bs under Content. Please save each completed rubric using the following format:  
Your last name, first name, Interview Eval of last name of student, first name of student. Example: Save as: *Lespinasse, Evans, Interview Eval of Lopez, Jennifer*.
8. Submit on Bs on the Assignments tab by 11/18/24 and 12/9/24 for those delivered on 12/3/24.

## FINAL EXAM

The final exam is a writing assignment. You will be provided with several topics covered during the semester to choose from. The exam will be available on Bs under the Quizzes tab. All students are required to complete this exam synchronously on the indicated date, from 6:00 to 8:30 PM.

## TERM PAPER CONTENT CRITERIA

This paper can be either an individual or team/group assignment. If it is a Team Paper, all members of a team will receive the same mark for group effort. Teams will consist of no more than 3-5 students.

According to what you have learned from your assigned readings, classroom lectures/discussions, interviews, and your own research, write a paper incorporating **ALL** of the issues below. All members of a given group must agree on what the title will be. Here is an example of what you might come up with as a title.

***“The Current and Future Role and Responsibilities of the Professional Medical Imaging Leader Within a Dynamic Healthcare Organization”:***

**Below is a sample of content ideas for your paper. Feel free to use some or all as needed.**

1. Write your own version of a purpose/mission statement/philosophy for the medical imaging division, department, service, or unit within a healthcare organization.
2. Write your own version of three (3) objectives for a medical imaging division, department, service, or unit within a healthcare organization.
3. Develop an organizational structure to illustrate the formal hierarchy and reporting structure for your version of a medical imaging division, department, service, or unit.
4. How would you structure staff meetings, ad hoc meetings, task forces, and committee meetings? What issue would be addressed at these specific meetings?
5. Identify and justify your management style that you would use in managing this medical imaging division, department, service, or unit.
6. Indicate: a. How new staff would be oriented to the functioning of this medical imaging division, department, service, or unit as well as b. How current staff would be continuously developed in

their various professional and ancillary roles.

7. Choose a management theory that you would use in developing an employee evaluation tool.
8. Identify how you as the radiology manager would gather data to complete an employee evaluation tool.
9. Develop plans, including strategies that you would use for overcoming staff member's resistance to cross-training or reassignment to a new unit.
10. Develop a budget and staffing pattern to support this medical imaging division, department, service, or unit.
11. Indicate the composition of the community that this division, department, service or unit would serve.
12. Express how this unit would be marketed to the specific health (physical, mental, social, cultural) needs of this community, including how you would gather data about these specific and unique needs of this community.
13. Indicate the environmental (both internal and external) forces that impact the functioning of this division, department, service, or unit.
14. What quality indicators would be monitored in this division, department, service or unit?
15. Indicate how and why you would computerize this unit for efficient and effective quality, and cost-effective radiology care provided by this division, department, service, or unit. Include the use of Requests for Proposals (RFPs) for system functionality to satisfy user/stakeholder needs. How would you determine user/stakeholder needs?
16. What are the political, ethical, legal, financial, and professional responsibilities of the medical imaging leader for the continued functioning of this division, department, service or unit?

## TERM PAPER FORMAT

Paper production software application	Microsoft Word Document
Margin settings	Right margin 1 inch; Left margin 1 inch; Top margin 1 inch; and Bottom margin 1 inch. <b>(I will use a ruler to check margins)</b>
Pagination	Position page number at top of page (header); alignment at Right; do not show number on cover page of document.
Abstract	Prepare an abstract and place after cover page
Font style	New Times Roman
Font size	12 pt
Line spacing	double
Orientation	Portrait
Number of pages	At least 12-15 for an individual assignment, or 20-25 for a team/group assignment, excluding cover, abstract, graphs and charts, and reference pages etc.
Number of references	At least five (5 to 25) including: professional journal articles (e.g., radiology, radiology management, general/business management, health information management, hospital management, and health

	and/or health services management), web sites, books, periodicals, etc. <b>References must be published within 5 years</b> of the current year. Cover page of journal articles and other references are to be attached to term paper.
Reference style	American Psychological Association (APA). Publication manual of American Psychological Association latest Ed. Washington, D.C.
Cover page of all assignments and term paper	Text is centered on page and includes: <ul style="list-style-type: none"> <li>○ Title of paper</li> <li>○ Your full name and EMPL ID number</li> <li>○ Name of lecturer/professor</li> <li>○ Course title and number code</li> <li>○ Medical imaging facility, location and facilitator name</li> <li>○ Date of submission</li> </ul>
Proofread paper	For spelling, grammar, sentence structure, before submitting paper. For this assignment, students should utilize the writing tutors in the College Learning Center and submit documentation of utilization to Instructor.
Paper submission criteria	One (1) electronic copy.  Late submission of papers will result in a 25-point penalty for each day beyond submission date – <b><u>no exceptions.</u></b>

OR

Select one of the ideas below, and develop it into a research topic to be approved by the instructor. Follow the above term paper research format above.

1. Policy development/making how to increase employee buy-in
2. Department productivity
3. Quality management for the successful business
4. Medical imaging technology and technical expertise
5. Team building and job satisfaction
6. The role of the lead technologist in medical imaging departments
7. Building group potential

**IMPORTANTLY:**

1. Please save your term paper document in MS Word format using: Last names of each member in your group, followed by Term Paper. Example: File save as: *Douglas, Lespinasse, Sarkar, Term Paper*. Submit on Bs on the [Assignments](#) tab.
2. On the due date (12/3/24), you will participate in evaluating the oral presentations of each group. A rubric for the evaluation will be available on Bs under [Content](#). Use 1 rubric per group. Please save each completed rubric using the following format:  
Last names of each student in a group, followed by Term Paper Oral Eval. Example: File save as: *Douglas, Lespinasse, Sarkar, Term Paper Oral Eval*.

## TERM PAPER GRADING

**Title Example:** The Current and Future Role and Responsibilities of the Professional Medical Imaging Leader Within a Dynamic Healthcare Organization

### Grading criteria and point distributions (max 100 points):

1. Paper organization is logical. The topic was thoroughly reviewed and researched. The writing was clear in thought and proceeded in a consistent manner. The paper followed APA format. **(20 points)**
2. The paper was written in a scholarly manner. Resources (books, journal, web, and other sources) were current (within 5 years of course semester). **(15points)**
3. The paper included an introduction to the topic. The overview was succinctly written. The body of the topic was clearly stated and easy to follow and understand. The conclusions drawn were logical, insightful, and referred to the issue addressed. Personal opinions are not acceptable. **(20 points)**
4. Knowledge of the topic was conveyed to the reader. **(10 points)**
5. Impact and relevance to the profession were included in the discussion **(15 points)**
6. At the conclusion of the paper, recommendations for future considerations were mentioned. **(10 points)**
7. References were listed correctly at the end of the paper and citations made in the body of the text to support main ideas, concepts, premises and arguments. **(10 points)**

### CLASS RUBRIC FOR ONLINE POSTS AND CLASS DISCUSSIONS GRADING

Discussion postings that meet all criteria for a grade level will receive the highest points possible at that level. Postings that meet mixed levels of criteria will receive a score within the point range of the appropriate levels.

#### **A Discussion (90-100): Distinguished/Outstanding**

Students may earn an “A” for posting outstanding work. Information is full of thought, make connections to previous or current content and contain rich and fully developed ideas.

#### **B Discussion (80-89): Proficient**

Students may earn a “B” for posting work that shows insight and analysis. Work demonstrates depth and ideas are connected to lesson, research and life scenarios.

#### **C Discussion (70-79): Basic**

Students may earn a “C” for postings with limited connections and insights. Analysis is thin and limited with few or no new ideas.

#### **D-F Discussion (10-69): Below Expectations**

Students may earn a “D-F” for postings that are superficial; contribute no new ideas, connections etc.

**RAD 4830 CAPSTONE COURE OUTLINE:**

SESSION	TOPIC	PARTICIPATION ACTIVITIES & ASSIGNMENT(S)
#1 9/3 <b><u>Zoom</u></b>	Interpersonal and Group Communication: 1. Group communication 2. Channels of communication 3. Listening skills 4. Delegation as a function of the professional leader	1. Introductions and Discuss: Course overview, Syllabus, Activities and Assignments  2. Form groups of 4 or 5 depending on class size for the research work and term paper.  3. Each student will review the slides on Bs, provide reasons why memos are important, elements and format of a good memo; Then write a memo (1 to 2 short paragraphs) to your staff to inform them about what method of communication you intend to use to disseminate information. Post your memo on <u>Bs Discussion board</u> and comment on 2 of your peer's memo, offering constructive criticism by 9/9.
#2 9/10 <b><u>Bs</u></b>	Organizational Structure: 1. Organizational theory 2. Components of organizational structure 3. Limitations of organizational charts 4. Committee structure in an organization	1. Go over lec #2 slides in Course Documents  2. Each student will find or create an organizational chart. Write a statement about what information the chart conveys. Post on <u>Bs Discussion board</u> by 9/16.  3. Evaluate 2 organizational charts of your peers. Offer constructive feedback by 9/16.
#3 9/17 <b><u>Bs</u></b>	Introduction to Law & Legal Issues: 1. Sources of law 2. Government organizations 3. Tort law 4. Criminal aspects of health care	1. Go over lecture #3 slides in Course Documents  2. Each student will participate in a continuous discussion (blog) on why it's important for a leader to understand law and legal issues.  3. Each group will create their own version of the term paper topic, and post the assigned part of the paper of their respective group by 9/23.
#4 9/24 <b><u>Zoom</u></b>	Law and Legal Issues cont. 1. Corporate responsibilities 2. Personnel duties and responsibilities	1. Each group will present orally the 1 <sup>st</sup> article to class as part of the term paper research. A student from each group will present the <b><u>1st article summary</u></b> to the class.  2. Each student will identify <b><u>common areas of liability</u></b> in medical imaging or radiation therapy. Post on <u>Bs Discussion board</u> by 9/30.  3. Post the 1st article summary by 9/30. The summary should be no more than 1 page long and double spaced.

		4. Review all of your peer's summaries and provide feedback only to demonstrate that you've read them by 9/30.
#5 10/1 <b><u>Bs</u></b>	Labor Relations 1. Legislations 2. American with disabilities act of 1990 3. Collective Bargaining 4. Public Policy Issues	1. See lecture #5 slides under Content. The each student will research the Pros and Cons of Collective Bargaining and post on <b><u>Bs Discussion board</u></b> by 10/7.  2. Review 2 posts from your peer and evaluate them offering constructive criticism.  3. Each group will post the 2nd article summary as part of the term paper research. Summary should be no more than 1 page long. Post by 10/7.  4. Review all of your peer's article summary posts and provide critical feedback just to show that you've read them.
#6 10/8 <b><u>Bs</u></b>	Tools for Leadership: Management Theories and Functions 1. Historical perspectives of health care delivery in the US 2. Management theory, principles, and styles 3. Management functions 4. Human relations management	1. Review thoroughly lec #6 slides on Management Theories and select one that speaks to you. Each student will post on <b><u>Bs Discussion board</u></b> his/her thoughts on the subject by 10/14.  2. As the Director of Radiology or Radiation Therapy, write a policy based on a patient-related issue to your staff. Post on <b><u>Bs Discussions</u></b> by 10/14.  3. Review at least two of your peer's posts on policy and provide critical feedback (e.g. one or two positive observations, and one or two observations that could help your peer improve).
10/15	Classes Follow Monday Sched	
#7 10/22 <b><u>Zoom</u></b>	<b>Midterm Exam</b> administered on Bs synchronously (See Quiz tab)	1. Present either your Management Theories assignment to the class or Present your policy on patient-related issues to the class. You have a choice here. 2. Take Midterm Exam - No assignments this week.
#8 10/29 <b><u>Bs</u></b>	Strategic Planning 1. Purpose of Mission Statement 2. Organization's Philosophy 3. Goals and Objectives 4. Policies and Procedures 5. Overcoming barriers to Planning	1. See lecture #8 slides under Content and share what strategies would you recommend to boost staff morale in the face of reduced interest and low productivity? Post by 11/4.  2. Each student will create a strategic plan as the newly promoted supervisor of radiology. You may need to do some research on this and even interview a supervisor. Post on <b><u>Discussions</u></b> by 11/4.  3. Review at least two of your peer's strategic plan

		and provide critical feedback (e.g. one or two positive observations, and one or two observations that could help your peer improve).
#9 11/5 <b>Bs</b>	Staffing and Recruitment 1. Planning for staffing 2. Recruitment strategies 3. Interviewing techniques 4. Legal aspects of interviewing 5. Reference checks 6. Pre-employment testing orientation responsibilities	1. See lecture #9 slides in Content. What can you do as a Radiology Director to earn the trust of your constituents? Each student will research this questions and post on <u>Discussions</u> his/her findings by 11/11.  2. Review at least two of your peer's posts and provide critical feedback (e.g. one or two positive observations, and one or two observations that could help your peer improve).  3. Post a summary of article 3 of your research paper by 11/11.
#10 11/12 <b>Zoom</b>	Personnel Management, Socialization and Educational Needs for Team Building 1. Socialization Process 2. Assessing staff development needs 3. Managing educational needs of a culturally diverse staff	1. Each group will present a brief update on their research paper. This should only take 5 minutes per group.  2. <b><u>PROFESSIONAL INTERVIEWS REPORTS ARE DUE TODAY.</u></b> <b><u>Post on Bs Assignments prior to class by 5:59pm.</u></b>  3. Oral presentations begin today. <b><u>DO NOT POST PEER EVALS on Bs Discussions.</u></b> <b><u>Post peer evaluations on Assignments tab 11/18.</u></b> Early submission is greatly encouraged.  3. Review Week 10 slides. As the Director of Radiology, write a policy against bullying other employees and post <u>on Bs Discussion board</u> by 11/18.
#11 11/19 <b>Bs</b>	Performance Appraisal 1. Tools 2. Planning the appraisal interview 3. Using the performance appraisal to motivate employees	1. See lecture #11 slides in Content. Research and prepare a performance appraisal for one of your employees. Include all important elements. Comment on a classmate's performance appraisal and post <u>on Bs Discussion board</u> by 11/25.  2. Review at least two of your peer's performance appraisal and provide critical feedback (e.g. one or two positive observations, and one or two observations that could help your peer improve). Post on Bs by 11/25.  3. Review at least two of your peer's Policy Against Bullying from the previous week and provide critical feedback (e.g. one or two positive observations, and one or two observations that could help your peer

		improve). Post on Bs by 11/25.
#12 11/26 <b>Bs</b>	Financial Management 1. Steps in the budgeting process 2. Types of budgets 3. Budgeting methods 4. Critical pathways 5. Managed care movement	1. See lecture #12 slides in Content. Each student will research and prepare a request for funding a project or item that you think would benefit your department. <b>Include all and any relevant information to support your request.</b>  2. Review at least two of your peer's Request for Funding a Project and provide critical feedback (e.g. one or two positive observations, and one or two observations that could help your peer improve). Post on Bs by Monday 12/2.
#13 12/3 <b>Zoom</b>	Tools for Leadership: Decision-Making 1. Decision-Making styles 2. The process of decision-making 3. Critical elements in problem solving	1. Oral presentations on Professional Interviews continue today. Submit in <b>peer evals Assignments by 12/9. DO NOT POST IN DISCUSSIONS.</b> Early submission is greatly encouraged.  2. <b>TERM PAPER IS DUE TODAY. Please submit in Assignments. DO NOT POST IN DISCUSSIONS.</b>
#14 12/10 <b>Zoom</b>	Term Paper Presentations  Minimum 25 minutes, maximum 35 minutes assigned to each group.	Term Paper Presentations: Each group will present their research to the class today. The members of the class will take part in evaluating the presentations. Presenter/s must exercise time-management skills in which all elements will be delivered within the allotted time. Points will be deducted for incomplete work or presentations that are too short or too long.  Evaluators will also be graded on their assessment of the presentation - <b>Post all term paper oral evals on Bs Graded Assignment tab by Friday, 12/13/24.</b>  Disclaimer: The course instructor reserves the right to reset how long each presentation will be, based on number of students and number of groups.
#15 12/17 <b>Bs</b>	Final Exam administered on Bs synchronously (Midterm & Final Exam tab)	1. Final exam starts promptly at 6 pm and ends by 8:30 pm.  Each student must be available to log in Bs at 6 pm sharp to take the exam. All students must take the exam at the same time. The exam format will be essay and short answer; so it'll be all writing. Therefore, you do not need to join me on Zoom

		<p>for the exam. I will have discussed the exam with you long before this date. If while being tested, you have any questions, you may communicate with me by email. <a href="mailto:evans.lespinasse33@citytech.cuny.edu">evans.lespinasse33@citytech.cuny.edu</a></p>
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