

Mid-Career Chair Appraisals

Definition: Review is provided for Chairs who are in their third year of service during their initial appointment as chair. The review is mandatory and is intended to provide collegial advice to the department chair in order to optimize the Chair's performance and to prepare for the initial five-year chair appointment review.

Key Elements

- The Office of the Dean will retain a skilled professional to conduct a full 360 degree review using standardized questionnaires for distribution to various parties who have the personal experience to comment on the performance of the department chair.
- The Associate Dean of Academic Personnel will notify the Chair that the process is to begin and will suggest that the Chair meet with Dr. Barton to outline goals and expectations from the review.
- Dr. Sue Barton, trained in 360 degree feedback instrumentation, will meet with the Chair under review to begin a discussion of the Chair's goals in conducting this review. Dr. Barton will encourage the Chair to identify particular areas of desired feedback, to discuss concerns regarding possible feedback, to begin the process of seeing the review information as useful data, and to set goals for performance over the ensuing appointment period. This discussion will help assist the Chair in the writing of the self-appraisal statement. Dr. Barton will describe the elements of the 360 feedback tool and the patterns of behavior that can be identified which promote and/or detract from effective leadership. She will also explain the opportunity for coaching sessions following the review to support the process of change and the attainment of goals created.
- The Chair will provide a list of names of faculty and staff to contact as part of the 360 degree review; the Associate Dean for Academic Personnel, in consultation with the Executive Associate Dean, will supplement this list with additional key observers.
- The Chair will prepare a self-appraisal statement emphasizing processes put in place:
 - a. To maintain or develop teaching excellence
 - b. To enhance research impact
 - c. To enhance the clinical environment
 - d. To enhance governance of department
- Office of Academic Personnel will collect data from key administrators on the department's performance:
 - a. A statement from the Associate Dean of Student Affairs and Graduate Medical Education on the effectiveness of the chair in promoting teaching excellence within the department (including RRC notification letter, GME internal review information, results of ACGME online survey, duty hour

reports, review of Ad hoc actions taken by GME, and reports from the Mistreatment Office or confidential hotline).

- b. A statement from the Associate Dean for Academic Personnel on the performance of the Chair and the department staff on academic personnel issues in submitting academic merit and promotion packets and compliance on APM025/APM670 reporting and sexual harassment training.
- c. A statement from the Office of the Dean and CFO on the financial performance of the department
- d. A statement from the Office of the Dean and the Chief of Medical Staff on the clinical performance of the department
- e. A statement from the Associate Dean of Diversity and Faculty Life on the Chair's effort to promote diversity within the department and implementation and supervision of appropriate faculty mentoring within the department
- f. A statement from the Associate Dean of Research and/or the Office of Research on the status of research funding for the department under the Chair's leadership.

Process Timeline

June

1. By June 15, the Associate Dean for Academic Personnel will identify those Chairs proposed for mid-career appraisal for the upcoming year. Ideally, those Chairs will be starting the third year of their first term as Chair.
2. Office of Academic Personnel will notify Gregg Servis and Dr. Sue Barton of the names of Chairs who will have the review completed in the upcoming academic year.

July

3. The Associate Dean for Academic Personnel will contact the Chair to introduce Dr. Barton and her role in the evaluation process and inform the Chair that she will be contacting them to establish a time for an initial interview and discussion. The Chair under review will be notified of the review process timeline, given guidelines for the requested self-appraisal statement, and asked to identify names of individuals to be used in the 360 degree evaluation process.
4. After reviewing the confidentiality available in this process and the limitation of that (i.e. informing the Executive Associate Dean of themes for goal setting and monitoring), Dr. Barton will meet with the Chair who is under review to identify how s/he would like to use the appraisal process to enhance their work as Chair. In the process, Dr. Barton may suggest additional applications of the appraisal process and lay the foundation for using the process to enhance the Chair's growth and strengths in their role. Part of this process

will also include a discussion of how best to introduce the ongoing evaluation to faculty and staff to enhance the quality of feedback provided.

August

5. Office of Academic Personnel sends a list of names to be used during the 360 degree review process to the Manager of the Office of Faculty Development. This list will include but will not be limited to:
 - All faculty within the Chair's home department
 - All other department chairs
 - The CAO of the Chair's home department
 - Academic Personnel Staff within the Chair's home department
 - The Office of Academic Personnel analyst assigned to the Chair's home department
 - Any and all department clinic managers and other staff in leadership roles
6. Office of Academic Personnel solicits written feedback/evaluations from colleagues and staff that have contact with the Chair. Deadline for written feedback is October 1.

September

7. 360 questionnaires are distributed electronically to individuals listed above

December

8. Office of Academic Personnel assembles written statements and data to be used in the chair review and provides a summary to Dr. Barton.
9. Dr. Barton receives feedback from 360 degree company and a narrative of strengths and weaknesses identified in a review of materials by the Associate Dean for Academic Personnel.
10. Dr. Barton meets with the chair to discuss the 360 degree evaluation and written comment summary

January

11. Office of Academic Personnel assembles review binder and the Associate Dean for Academic Personnel summarizes the performance and results and forwards materials to the Executive Associate Dean for review.

February

12. Executive Associate Dean reviews the binder and the comments from the Associate Dean for Academic Personnel and reviews with the Dean of the School of Medicine.
13. Dean, School of Medicine reviews and provides comments
14. Review materials are returned to the Executive Associate Dean who arranges to meet with the Chair to discuss the results

15. All review material are returned to the Office of Academic Personnel for filing
16. Dr. Barton continues to coach the Chair as needed or requested