

ROLES AND RESPONSIBILITIES OF CLINICAL DEPARTMENT CHAIRS

The Department Chair is the Department's chief academic and administrative officer, responsible to both the faculty of the Department and to the University. These dual roles require that the Chair interpret University policies to the members of the department and ensure their effective execution and at the same time represent individual and group concerns of department members to

University and Medical School Administration

The Chair is expected to lead the development and enhancement of departmental clinical, educational, and research activities, in accordance with the visions and plans of the Brown Medical School and its teaching hospital partners.

The Chair is responsible for maintaining the quality of the faculty by protecting their interests and rights as individuals and as professional scholars and educators and for supporting their professional development. The Chair is responsible for annual evaluation of junior faculty and the periodic evaluation of senior faculty members of the department. The Chair supervises procedures for recruiting, interviewing and appointing new faculty members and for the department's adherence to the principles and purposes of Affirmative Action.

The Chair is responsible for the development of departmental recommendations regarding contracts for faculty other than for himself or herself and receives and evaluates all requests for leaves. The Chair is responsible for all aspects of departmental administration, including space, finances, support and mentoring of faculty and trainees, clinical activities, and other activities. The Chair is expected to be serve as a role model for the department by demonstrating institutional citizenship through participation in governance and in committee activities of the department, the medical school, the affiliated hospitals, the University, and the profession at large. The Chair will also serve as role model for and as overseer of matters related to gender equity and to the assurance of a safe and respectful work environment.

The Chair's personal accomplishments are expected to be excellent with regard to clinical, educational, and scholarly activities and will thus provide an example of accomplishment for faculty and trainees.

In order to ensure the effectiveness of Clinical Department Chairs, each Chair will undergo a formal review of his or her performance one-year before the end of their terms, as described below. The Dean of Medicine and Biological Sciences makes recommendations for Chair reappointments to the Provost.

Vision, Leadership and Strategic Planning

The Chair is expected to provide visionary leadership of the department and to oversee the departmental strategic planning so as to improve the quality of the clinical, educational, and research programs. Such planning should be in accord with the overall vision for the University, the Medical School, and the affiliated hospitals. The Chair is also responsible for the academic development of the Department, the performance of its faculty in the principal areas of academic endeavors and the status of each of the hospital units that is under the jurisdiction of the Department.

Educational Programs

The Chair is responsible for all educational offerings of the Department. The following delineates these responsibilities further.

For Undergraduate College and Medical Program Courses:

The Chair appoints in consultation with the Dean of Medicine and Biological Sciences and the Associate Dean for Medical Education, all course leaders; approves all new courses; and initiates, plans, and coordinates joint hospital and campus educational efforts.

For Residency Training and Fellowship Training:

Either directly or through designees, the Chair is responsible for the educational quality of the University affiliated residencies and fellowships for which the Department is home. In the case of multiple-site residency training programs in one Department, it is the individual Chiefs of Service who are responsible while the Department Chair serves as the overall leader. In order for a residency or fellowship program to be a "Brown" program, the Chair of the Brown Department sponsoring the Residency or Fellowship program must comply with the relevant policies and procedures. (See Policy on Approval and Continuance of Brown Graduate Medical Education Programs)

For Continuing Medical Education (CME) Courses:

The Chair approves all CME offerings by the Department and works with the Associate Dean of Medicine (Continuing Medical Education) as appropriate.

Clinical Programs

The Chair is responsible for the overall planning and assessment of the quality of clinical programs within the Department and for attending to the Department's service delivery capability insofar as it affects the academic program of the Department. This task normally is carried out in cooperation with the Chiefs of Service, the Division Directors and, as appropriate, the leaders of specialty programs within the discipline. The Chair, in conjunction with the Dean of Medicine and Biological Sciences, is actively involved in the development and implementation of faculty practice plans within the Department.

Research Programs

The Chair has the overall responsibility for research activities within the Department, an important aspect of which is protecting the faculty's interests as professional scholars and promoting their professional development. The Chair is responsible for evaluating the Departmental research programs. He or she also identifies cooperative research activities and facilitates implementation with other Sections and Departments. The Chair is expected to build the departmental research base and to increase the departmental research funding.

Academic and Staffing Plans

The Chair is responsible for the development of the academic plan for the faculty of the Department. The Chair presents the Department's academic plan to the administration of the Medical School after consultation with the Academic Chiefs of the affiliated hospitals that have responsibility for the development of their own institutional plans (in larger Departments with multiple sections, for example, Cardiology, Ophthalmology or Urology, the Chair also consults the Division Directors). The Department Chair actively participates in discussions with the affiliated hospitals' Chief Executive Officers and Medical School administration concerning the Department's academic plan in the context of each hospital's institutional plan.

In cooperation with the Medical School administration, the Chair participates in intra-institutional planning for the implementation of the approved Department academic plan. Final approval of academic plans is the responsibility of the Dean of Medicine and Biological Sciences.

Medical Faculty Affairs

Recruitment:

The Chair is responsible for organizing searches for new or replacement faculty positions within the Department. For academic faculty this task is carried out in consultation with the hospital's Chief of Service in that Department, the Division Directors, the administrative representatives of the affiliated hospitals and the Office of Medical Faculty Affairs. For academic non-tenure term faculty based on campus, the Chair consults with the Office of Medical Faculty Affairs. The Chair is responsible for approving search plans for all faculty positions within the Department and for obtaining hospital administrative approval if appropriate.

Faculty Evaluation and Record Maintenance:

The Chair will maintain all faculty files including all recommendations regarding faculty actions and teaching evaluations. The Chair is responsible for ensuring that a faculty evaluation system is in place and the evaluation process is followed and monitored.

Annual Reviews:

The Chair is responsible for annual evaluation of all academic faculty at the rank of Instructor or Assistant Professor and for mid-term review of all Associate and Full Professors.

Appointments, Reappointments, Promotions, Terminations:

The Department Chair is responsible for managing all faculty appointments, reappointments, and promotions according to Brown Medical School Policies and Procedures. Faculty actions will be processed in a timely fashion. In case of retirement, resignation or death of a member of the faculty, it is the chair's responsibility to notify the BioMed Faculty Office in a timely fashion.

Faculty Development and Mentoring:

The Chair is expected to foster career development of faculty members and to provide faculty with appropriate and timely mentoring either personally or through senior Departmental faculty.

Grievance Procedures

The Chair is responsible for initial grievance procedure actions within the Department except where he or she is involved; in this case the responsibility for initial actions rests with the Dean of Medicine and Biological Services. The Chair also is responsible for the administration of University policies on Equal Employment Opportunity and Affirmative Action within the Department.

Departmental Budgets

Administrative Budget:

The Chair is responsible for the management of the Department's administrative budget, which is determined annually with Medical School administration. The Chair also reviews and approves all course

budgets within the Department. In addition, he or she prepares, with the assistance of Medical School administration and hospital administrators, an annual financial profile of the Department, which includes sources of income (grants, practice, direct hospital funding) and expenses (research, educational, personnel, and faculty salaries).

Faculty Salaries:

The Chair monitors faculty salaries in the department and, along with the Chief of Service, assures that salaries (earnings) are maintained within current applicable guidelines agreed upon by the University and the affiliated hospitals. For Brown-paid faculty in clinical departments, salaries are determined by the Chair in consultation with the Executive Dean of Medicine for Administration.

Space Utilization

The Chair is responsible for recommendations concerning the space required to accomplish the academic plan of the Department. He or she will chair any Department committee that allocates space for Departmental activities. He or she is responsible for presenting space requirements on campus to the Dean of Medicine and Biological Sciences. Space requirements in the hospitals are to be presented to the appropriate officer(s) in the relevant teaching hospital partner.

Safe and Respectful Work Environment

The Chair is expected to facilitate and maintain a safe and respectful work environment for faculty, students, trainees, and staff.

Other Administrative Duties

The Chair is responsible for recommending to the Dean of Medicine and Biological Sciences the appointment of Associate Chair(s) and/or division directors. He or she convenes meetings of the Department faculty. The Chair makes committee assignments within the Department and recommends Department faculty for committee assignments outside the Department. He or she maintains faculty records of research reports and publications.

The Chair reports annually to the Dean of Medicine and Biological Sciences on the academic development of the Department, the performance of faculty in the principal areas of academic endeavors and the status of each of the hospitals units under jurisdiction of the Department.

PERFORMANCE REVIEW FOR CLINICAL DEPARTMENT CHAIRS

The Process

All Clinical Department Chairs will undergo a formal performance review one year before the end of their terms. The PERFORMANCE REVIEW SYSTEM for CLINICAL DEPARTMENT CHAIRS is based upon the Chair's broad responsibility areas (See Roles and Responsibilities of Department Chairs):

Vision, Leadership, and Strategic Planning

Educational Programs: undergraduate medical education, graduate medical education and continuing medical education

Research Programs

Academic and Staffing Plans

Medical Faculty Affairs

Faculty Development and Mentoring

Department Budget

Space Utilization

Institutional Citizenship

Safe and Respectful Work Environment

Personal Accomplishments

Performance review is conducted according to the major components of each responsibility area. The review will be conducted by the Chairs' Performance Review Committee (CPRC). Clinical Department Chairs are still subject to independent review for renewal of their faculty reappointment; a concurrent review of his or her faculty appointment must take place and must be positive in order for a Chair to continue in the role.

Chairs' Performance Review Committee:

Membership: There shall be four members: the Executive Dean for Administration, the Associate Dean of Medicine (Research), the Associate Dean of BioMed Faculty, and the Associate Dean of Medicine (Medical Education).

Organization: The Associate Dean of BioMed Faculty will chair the CPRC and shall report directly to the Dean of Medicine and Biological Sciences (DMBS) on behalf of the CPRC.

Charge: The CPRC will review all data necessary to formulate a recommendation for renewal of appointment of a clinical department Chair.

Procedure

Eighteen (18) months before the end of the Department Chair's term, the Chair of the CPRC will begin the performance review process by requesting from each clinical department Chair a written self-evaluation of the performance in terms of the 11 major responsibility areas described above. The CPRC also may request any other information it deems necessary to make a fair and accurate assessment of performance.

Each of the three CPRC members will take responsibility for that part of the evaluation that relates to his or her area: the Executive Dean for Administration: Vision, Leadership and Strategic Planning, Departmental Budget, and Space Utilization, the Associate Dean of Medicine (Research): Research

Programs, the Associate Dean of BioMed Faculty: Academic and Staffing Plans and Medical Faculty Affairs, Faculty Development and Mentoring, Institutional Citizenship, and Personal Accomplishments; the Associate Dean of Medicine (Medical Education): Educational Programs, and Safe and Respectful Work Environment.

The CPRC will then prepare a formal written review of performance for the DMBS. The DMBS will make a formal recommendation for renewal of appointment to the Provost. Final Chair reappointments will be made by the Provost.