GUIDELINES FOR DEPARTMENT/CHAIR REVIEWS
UCSD School of Medicine
Supplement to PPM 230-2, rev. 6/11

At the University of California, Department Chairs are appointed for a maximum term of five years. Reappointment requires a formal review during the last year of service. At UCSD, this review combines evaluation of both the chair and the department. Since the review includes personnel issues related to the individual’s performance as chair, University policies consider the review and the subsequent report to be confidential. As such, the report may not be shared with any individuals not involved in the review process without the chair’s permission.

A. Meeting with the Chair

The Associate Vice Chancellor for Academic Affairs or Vice Chancellor for Health Sciences will meet with the Department Chair to explain the goals of the review in detail and determine possible dates for the review.

B. Review Committee

The Associate Vice Chancellor will submit a request, with suggestions for Review Committee membership, to the Committee on Committees. The Associate Vice Chancellor will appoint a Review Committee of 6-8 members, at least half of which (including the Committee Chair) shall come from the slate nominated by the Committee on Committees. One non-UCSD faculty member, preferably a present or past department chair from another UC campus, will be selected. If possible, at least one member of the previous Department Review Committee (or Chair Search Committee) will be included. No members of the Department being reviewed or current department chairs will be included on the Review Committee.

C. Department Self-Assessment

The Associate Vice Chancellor will ask a senior salaried faculty member in the Department to conduct a departmental self-assessment, independent of the Chair. The goal is to encourage faculty and key staff in the department to describe what they consider to be strengths and weaknesses of the Department, effectiveness of its leadership (division heads as well as the chair), and suggestions for future goals or directions. The self-assessment may involve soliciting input using a standard questionnaire and summarizing results. In large departments it will be useful for each division to provide its own assessment with a summary of divisional activities over the past five years and plans for the future. The Chair may wish to respond to the self-assessment in the Chair’s summary included in the Departmental report.
D. Department Report

The Department will prepare a report for the Review Committee with the following information. All materials should be assembled in a tabbed binder. Copies for each Committee member and the Vice Chancellor’s Office should be submitted at least three months in advance of the scheduled review. The Vice Chancellor’s Office will perform a cursory review of the Report for completeness and general accuracy.

1. Chair’s summary of past accomplishments and goals for the next term. This may also include a response to the departmental self-assessment.

2. List of current salaried faculty members (including Professional Researchers) including academic title, rank, step, and contact information (mail code, email address, phone/beeper numbers). CVs are not necessary.

3. Description of residency program(s), including a list of the most recent graduates with positions after residency. Also include residency matching results and in-training examination results for the past three years.

4. Description of fellowship and/or postgraduate research training programs, by division if appropriate.

5. Summary/list of the teaching programs for medical students, residents, and fellows along with summary evaluations for courses and training programs over the past two years. Schedules of Grand Rounds or other major departmental conferences over the past year should also be included.

6. List of salaried faculty who have left the department during the last two years, with current institutions/appointments, addresses, and email addresses.

7. List, by Division if appropriate, of all current federal and non-federal contracts, grants, and gift support. Include Academic Senate grants, faculty participation in extra-departmental grants and contracts, and departmentally supported research projects without outside support.

8. Summary information about research productivity, if available (e.g., numbers of publications of faculty).

9. Summary information about Departmental finances (by Division, if appropriate) including the following information:
I. Revenue
   A. Clinical
      1) Practice income, Medical Center support, ASCs
      2) VA
      3) Other
   B. Research
      1) Salary support
   C. Non-Payroll
   D. School support – approximate value of FTEs and other support provided by the School (e.g., development funds)

II. Expenses
   A. Faculty salaries
   B. Staff salaries
   C. Other

10. List of departmental space by function (clinical, laboratory, etc.). If the Department has Divisions, list this information by Division.

11. Copies of any UCSD or outside agency reports that have evaluated the department or any of its programs in the last five years. This would include residency review committees, the portion of LCME reviews pertinent to the department, core curriculum committee or electives committee reviews of courses, JCAHO site visit reports, etc.

12. List of ten Department Chairs at other schools in the same discipline, including names of Medical School, address, email address, and phone number.

13. Statement about departmental activities and progress in diversifying faculty and staff.

14. Information about the Department’s plan for succession in the event that the chair becomes incapacitated or is unable to continue as chair.

E. Additional Information

The Associate Vice Chancellor for Academic Affairs will solicit evaluations of the department and performance of the chair from SOM faculty, administrators, other department chairs, UCSD and VA Medical Center directors, associate directors, and
Chiefs of Staff, affiliated Hospital Directors, selected community physicians, chairs of corresponding departments at UC and other medical schools (if not serving on the committee), and former faculty. This additional confidential material will be maintained in a single binder in the Vice Chancellor’s Office and available only to members of the Review Committee. A list of those solicited for input will be included in the binder.

F. Review Committee Meeting

The committee will meet on 2 consecutive days of interviews and executive sessions with all members in attendance, beginning with an orientation and charge by the Vice Chancellor and Associate Vice Chancellor for Academic Affairs (3 days may be necessary for larger departments). A schedule of interviews will be prepared by the Associate Vice Chancellor with input from the Chair of the Review Committee. Any SOM member, Department Chair, or other administrative officer may request an interview which will be accommodated if the schedule allows. The list of interviewees will remain confidential, available only to the Review Committee.

G. Review Committee Report

It is expected that the Review Committee will prepare its draft report by the end of the last day of the review. Most committees find it helpful to assign individual committee members to focus on and draft particular sections for the final report (e.g., research, clinical, education, administration, outreach, diversity, etc.). If needed, however, the committee may decide to extend the review and hold additional meetings in a timely manner. The Vice Chancellor and Associate Vice Chancellor will meet with the Committee during the last afternoon to discuss the Committee’s preliminary findings and recommendations. The report should contain a summary of the Committee findings and end with conclusions about the status of the department, specific recommendations concerning its future, and the recommendation of the Committee concerning reappointment of the Chair. The Committee should also make specific suggestions about which information and recommendations are appropriate to share with the Department and which, pertaining to the chair’s performance, should remain confidential. The Committee Chair will be responsible for preparing the final version of the report. The Associate Vice Chancellor will review the draft report to insure that it is appropriately redacted to insure confidentiality for those who provided input. The Associate Vice Chancellor will collect and appropriately store or dispose of all written materials and the computerized record of the report. The committee report and recommendations will be kept confidential.
H. Recommendations/Reappointment of the Chair

After the final Review Committee report is completed, the Chair will meet with the Vice Chancellor for Health Sciences and the Associate Vice Chancellor for Academic Affairs to discuss the report. The Chair will be provided a single copy of the report in advance of this meeting. Following the meeting, the Chair will be given the opportunity to prepare a response to the report. The final report, Chair’s response (if any), and recommendation from the Vice Chancellor for Health Sciences are then forwarded to the Chancellor. The Chancellor forwards this to CAP for comments and advice. The Chancellor may wish to meet with the Chair prior to making a final decision.

Once the Chancellor’s final decision has been made, the Vice Chancellor for Health Sciences may consult with the Chair concerning appropriate dissemination of the results of the review and reappointment. This may include meeting with the Department, preparing a summary, or other means as agreed. Because the review report is considered confidential because it contains confidential personnel information, only the Chair is permitted to release the actual report.