Role and Responsibilities of a Clinical Sciences Department Chair at JABSOM

The position of Department Chair (DC) is an essential leadership role within the John A. Burns School of Medicine. The DC is appointed by the Dean and the duties, expectations and authorities of the DC are established by the Dean. Subsequently, the DC is accountable to the Dean or the Dean’s designee for his/her performance with respect to these duties and expectations and the overall success of their department. These responsibilities must at all times be performed in support of the mission, vision and strategic goals of JABSOM.

The DC will be appointed by the Dean after consultation with the faculty as outlined in the collective bargaining agreement. There will be an annual performance evaluation of the DC with respect to the responsibilities below. Every three years there will be a full evaluation of the DC which will include a 360 degree evaluation process involving all key stakeholders and formal feedback from the JABSOM faculty.

The selection of the DC will take into consideration key qualities such as leadership, integrity, commitment to the JABSOM mission, experience as well as the ability to perform effectively the following responsibilities.

**Faculty and Personnel Functions** Among the most important duties of the DC are those relating to faculty and personnel. The success of the Department is dependent upon recruiting, retaining, organizing and leading an outstanding faculty. Among the specific tasks for which the DC assumes responsibility are:

1. Providing strategic direction with respect to faculty complement and assignment;
2. Exercising leadership in recruiting and retaining capable faculty;
3. Facilitating improvement of instruction and encouragement of research productivity;
4. Promoting faculty professional development and enrichment, and encouraging faculty in their service to the University and the community;
5. Maintaining department morale by preventing and resolving conflicts and modeling and promoting collegiality;
6. Arranging for the effective and equitable distribution of departmental leadership assignments and faculty responsibilities;
7. Managing and supervising departmental support staff;
8. Making recommendations for reappointments and for appointments to unfilled positions, promotions and faculty compensation;
9. Assessing the performance of faculty members annually and communicating this to the Dean;
10. Maintaining that faculty fulfill appropriate standards according to their discipline.

**Entrepreneurship** The DC is expected to contribute to the fiscal soundness of JABSOM and their individual department through revenue generating activities. These activities may include the promotion of extramurally funded research, the organization and delivery of clinical or other services, the generation of gifts and endowments through work with donors and foundations, the creation and licensing of intellectual property and the negotiation of contracts for clinical or other services.

**Teamwork** An important responsibility of the DC is to promote teamwork both within a department and between/among other departments. The DC is responsible for knowing and promoting the core values of JABSOM and the University. He/She is expected to communicate and discuss important developments with the faculty and staff on a regular basis and make him/herself available to discuss concerns with individual faculty and staff as necessary.

**Education** The DC is responsible, together with his/her faculty, for the development of high quality educational programs for medical students, graduate students, and GME residents and fellows with the department. The DC is responsible for maintaining liaison with other clinical and/or basic science departments in order to foster an integrated teaching program for the School of Medicine. In particular,
the DC is responsible for promoting and implementing the strategic directions established by the Curriculum Committee of the School of Medicine.

The DC is responsible for working collaboratively with Hawaii Residency Programs, Inc and for mentoring the GME Program Director who will oversee GME programs within the department. The DC is responsible for working with the Dean or the Dean’s designee (DIO) and the Executive Director of Hawaii Residency Programs, Inc. (HRP) to assure coordination and compliance with ACGME and JABSOM Graduate Medical Education Committee (GMEC) policy and procedure. The DC will work with the Program Director to create an environment support of GME.

**Research** The DC has the responsibility to encourage and support research creativity and productivity. The goals of departmental research must be integrated with those of the School of Medicine as a whole. The DC will provide input on research strengths and recommendations on strategic research program directions for the Dean. The DC is responsible for fostering interdepartmental collaboration and integration of research.

**Patient Care** The DC responsible for oversight of the clinical care delivered in JABSOM faculty or department members in affiliated faculty practices. (UCERA). The DC works with the Dean or the Dean’s designee to plan, implement and coordinate the clinical activities of the department. The clinical faculty providers are responsible to the DC for maintaining standards of care and addressing quality issues. The DC will make overall recommendations on the medical policies of UCERA and/or KMS, through the respective Boards of Directors and will make specific recommendations and suggestions regarding his/her own department in order to assure the best quality of patient care. He/she will maintain a continuing review of the professional performance of all practitioners with clinical privileges in his/her department. The chair is responsible for monitoring compliance and for enforcement of all UCERA / KMS Board of Directors policies with regard to clinical practice. The DC is expected to work closely with clinical partners such as hospitals, clinics, and nursing homes to develop clinical services that deliver outstanding outcomes in terms of cost, quality and service.

**Facilities** The DC is responsible for the planning and development of departmental space. He/she is responsible for assuring that all space is utilized in an efficient and productive manner. Security and compliance issues (e.g. HIPAA) should be taken into consideration when planning access to department space. Requests for new space or change in space utilization should be directed by the chair to the Space Committee via the Dean or Dean’s designee.

**Finances and budget** The DC is responsible for overseeing the financial affairs of the department including budget preparation and reporting. Expenditures from an approved fiscal year budget are authorized only by the DC with the approval of the Dean. Dean's office approval is required for contracts between the department and other entities. The DC is responsible for and authorizes expenditures from departmental funds with the approval of the Dean, consistent with all institutional guidelines and practices. The DC is encouraged to be transparent in the budget request, preparation and management process. This includes sharing an update on the budget at faculty meetings as requested.

**Planning** The DC is responsible for creating and implementing a departmental strategic and business plan to guide the growth and development of the department. This plan should be consistent with and support the goals established in the JABSOM, University of Hawaii Manoa and University of Hawaii system strategic plans. The DC and his/her faculty should review progress towards the accomplishment of strategic goals outlined in the plan regularly and the plan should be updated and revised as necessary. Progress on strategic objectives will be reported at regular intervals to the Dean or his/her designee.

**Personal characteristics** The DC is expected to function as an institutional leader and representative of their department and JABSOM. As such the DC has a responsibility to comport him/herself in a professional manner, to show good judgment and restraint, and to behave in an ethical manner at all times. Chairs should respect confidences and treat all whom they encounter with respect. The following personal characteristics should be evident in their behavior: problem solving ability, consistency, follow-through, availability, fairness, enthusiasm, dedication, and decisiveness.
**Academic Performance**  DC is a role model and therefore expected to set a positive example for their faculty. They must display a commitment to scholarship and academic excellence. Therefore, academic productivity is an important component of a DC’s performance. JABSOM recognizes that DCs have many administrative responsibilities that are time consuming, however the contributions of the chair to the department work load is important both symbolically and practically. Thus, personal contributions to teaching, research and scholarship are both useful to and valued by JABSOM and will be considered as part of the evaluation of DC performance.

**Communication**  Central to success in the role of DC is the willingness and ability to communicate with many stakeholders in multiple directions. The DC must stay in touch with the faculty in the department and advocate for resources required to successfully deliver on the mission and goals of the department. At a minimum, there should be two faculty meetings each year. He/She must also communicate to faculty the institutional goals and overall direction. Communication across departments is also essential to overall JABSOM performance.

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