



Reviews of Chairs/Departmental Executive Officers (DEOs)

Purpose: As directed in Section II, Chapter 28.3(2) of the University of Iowa Operations Manual, the Carver College of Medicine evaluates department chairs/DEOs at regular intervals. These reviews serve two primary purposes: 1) they provide an occasion for the VPMA/dean to evaluate personnel in charge of departments; and 2) they permit systematic faculty input on the department and department leadership. The reviews are conducted at several points throughout the year to assess performance and provide feedback, though a more expansive version is conducted in the context of a department undergoing a seven-year review or at the time of contract renewal.

The process for reviewing and evaluating department chairs/DEOs includes:

Annual Department and Department Chair/DEO Reviews

- Each year, after the close of the fiscal year, CCOM administration requests that departments complete a form designed to collect several data points on the department, capture department accomplishments of the past year, and summarize future plans and areas of focus (see attached).
- Annually, in the fall (typically between September and December), the VPMA/dean and the executive dean meet with the faculty of each department.
 - In advance of the meeting, the department chair/DEO shares the completed form at a department faculty meeting; the document provides a springboard for conversation about how the department is doing, challenges it faces, etc.
 - The initial part of the meeting typically includes the chair/DEO, though they may choose not to participate.
 - If they are there at the beginning, the DEO/chair is then excused to allow department faculty to provide additional input regarding the performance of the department and the chair/DEO.
- Following the faculty meeting, the chair/DEO meets with the VPMA/Dean and executive dean. The discussion covers both department and chair/DEO performance.
 - Following this meeting, the VPMA/dean adds comments to the Annual Department Review form regarding department performance and expectations. The form is then distributed by the department to faculty for their information.
 - The VPMA/Dean also completes the Department Chair/DEO Review form. Comments may reflect evaluation of the department chair/DEO in their personal development and in their leadership of the department. This final version of the chair/DEO document is considered a confidential personnel record.

- Both documents are signed and dated by the VPMA/dean and the department chair/DEO.

Other Opportunities to Review Chairs/DEOs

- During years when the department is undergoing its university-mandated, comprehensive seven-year review (as outlined in Section II, Chapter 28.3(1) of the Operations Manual), the Office of Faculty Affairs distributes a Qualtrics survey in the form of a 360-degree evaluation to all department faculty, inviting faculty to anonymously evaluate the performance of the chair/DEO. Information from this survey is shared with the chair/DEO and is included in the annual discussion of chair/DEO performance.
- At such time as the VPMA/dean decides to reappoint a chair/DEO, they shall conduct a review that includes input from the faculty. At the conclusion of the review the VPMA/dean will inform the department faculty in writing of the decision regarding reappointment.
- At the discretion of the VPMA/dean, the college may periodically institute broader, professionally administered 360-degree reviews for chairs/DEOs. The purpose of these reviews is more towards individual professional development (vs. performance review) and to help guide and support the chair/DEO in fulfilling their duties successfully, though they may offer valuable insight into how the chair/DEO is performing.

Department Goals & Incentive Payments

In addition to the annual and seven-year department reviews, there is another formal opportunity each year to evaluate the performance of collegiate departments and, by extension, their chair/DEO. Department chairs/DEOs in the Carver College of Medicine are participants in an incentive program—called the UI Health Care Chair & DEO Incentive Program—established by the University of Iowa president and the Board of Regents, State of Iowa. This program recognizes the unique pressures of the healthcare environment and the need to attract and retain top talent in the ranks of leadership.

At the start of each fiscal year, the VPMA/dean establishes, in consultation with department chairs and other enterprise leaders, separate annual goals for the institution and for each department as part of the UI Health Care Chair & DEO Incentive Program. Incentive payments are based on the achievement of institution goals (weighted 50%) and respective department goals (weighted 50%). Goals aim to advance progress in scholarship, research, education, clinical care, financial, philanthropy, and DEI (diversity, equity, and inclusion), and metrics are established to evaluate progress. These goals align with the UI Health Care strategic plan, cut across the tripartite mission, and are tracked routinely and reported quarterly. A final report outlining performance on the previous fiscal year and proposed payouts based on the program rules, is sent to the university president in late fall (typically November) for approval.

UI Health Care

2022 Annual Department and Department Chair/DEO Review Form

Department name: _____

To be completed by departments.

SECTION I: Overview & Plans

Use bullet lists only; extensive descriptions and documentation are not requested.

- 1) List the major department accomplishments in FY22 (no more than 5)
- 2) List the main department strategic goals for FY23 (no more than 3)
- 3) List the department’s major concerns or issues for FY23 (no more than 5)
- 4) What are your plans to grow clinically, improve quality and achieve (or maintain) financial self-sufficiency?
- 5) What are your specific plans for increasing NIH grant applications?
- 6) Provide specific plans for the use of departmental resources and indicate how this will result in an increase in NIH applications
- 7) List the departmental domains with national reputation (no more than 3)
- 8) Please attach your FY23 DEI Action Plan

SECTION II: Data Snapshot

A. Faculty (as of July 1)

- Number of payrolled fulltime faculty [67% or greater]; list as total (men/women)

Rank	<i>Example #(M/F)</i>	Tenure/ TT	Clinical track	Research track	Other	Total Employed
Asst Prof	2 (0/2)					
Assoc Prof	2 (2/0)					
Professor	3 (3/0)					
Total	7 (5/2)					
URM	1 (0/1)					

B. Research Funding

- NIH funding (FY22 total costs)
- Other External Sponsored Funding (do not count departmental, college, health system, central university or foundation dollars; FY22 total costs)
- Names of top ten external sponsored grant holders (PIs only; FY23 direct costs)

PI Name	FY22 Direct Costs

C. Scholarship

- List most important peer-review publications in FY22 (no more than 5; first or last author must have primary appointment in department)
- Faculty publications in FY22: Ordered by Rank/Track (years at current rank)
 - i. The publications should be for Fiscal Year 2022 (Note: The Scholarship metric linked to the institutional/departmental goals for the incentive plan is based on *Calendar Year*).
 - ii. The list should include ALL faculty members, sorted first by rank, then last name (alpha order).
 - iii. Indicate track and years in rank next to each faculty member’s name.
 - iv. List all publications for the FY under the respective faculty member’s name and **BOLD** name in citation.
 - v. If a faculty member has zero (0) publications, please indicate so.

Here’s a sample:

PROFESSORS

Adams, Amy – Tenure Track – 4 years

- 0 publications

Miller, Sam – Clinical Track – 11 years

- Publication citation 1
- Publication citation 2

- Publication citation 3, etc.

ASSOCIATE PROFESSORS

Doe, Jane – Research Track – 3 years

- Publication citation 1
- Publication citation 2
- Publication citation 3, etc.

ASSISTANT PROFESSORS

...and so on

D. Training

- Number of graduate students in labs of your faculty (primary appointment only)
- Number of residents (if applicable)
- Number of fellows (if applicable)
- Number of post-docs (if applicable)

Addendum A

Annual Department Review: VPMA/Dean Comments

(To be completed after meetings with department faculty and chair/DEO; this completed form is shared with department faculty)

VPMA/Dean

Date

Acknowledged by:

Department Chair

Date

Addendum B

Annual Chair/DEO Review: VPMA/Dean Comments

(To be completed by VPMA/Dean following annual review meetings with faculty and chair/DEO; this form is CONFIDENTIAL and made part of the chair/DEO personnel file.)

Research

Financial

Scholarship

Patient Care

Education

DEI

Philanthropy

Other

VPMA/Dean

Date

Acknowledged by:

Department Chair

Date