

Keck School of Medicine of USC

June 2017

Responsibilities and Expectations For Basic Science Department Chairs/Institute Directors Keck School of Medicine of the University of Southern California

The Keck School of Medicine's activities are the responsibility of the Dean, who delegates to the vice deans and senior associate deans, who in turn delegate appropriate responsibilities to each Department Chair/Institute Director. The Department Chair/Institute Director works with the respective vice deans and senior associate deans and is subject to their direction.

Each Department Chair/Institute Director will report annually to the Dean as to the contributions of your Department/Institute and its faculty to the educational, clinical, and research mission of USC and the Keck School of Medicine.

The responsibilities and expectations for Basic Science Chairs and Institute Directors are outlined below, and may be changed by the Dean from time to time. Additional specific performance goals may be set by the Dean.

I. Leadership and Institutional Commitment

The Chair/Director is responsible to the Dean for providing overall direction within their Department/Institute to further the education and research missions of USC and the Keck School of Medicine, and for departmental faculty and budgetary affairs. The Chair/Director sets the tone for their entire Department/Institute.

Expectations: Each Chair/Director is expected to

- Promote the vision and mission of the Keck School of Medicine, as articulated by the Dean and university administration
- Promote a culture of academic excellence
- Support strategic initiatives of the Keck School
- Develop a departmental strategic plan to grow research and teaching activities
- Achieve enhanced national ranking in the U.S. News and World Report departmental rankings and other national external measures of reputation and excellence
- Actively and regularly participate in leadership meetings
- Actively and regularly participate in medical school and university committees
- Promote faculty authorship of articles in the peer-reviewed scientific literature
- Ensure faculty and staff compliance with university and school policies, including the letter and the spirit of the policies on conflict of interest and relations with industry,
- Provide effective leadership and mentoring to faculty members
- Promote a positive workplace environment, including compliance with the letter and spirit of the policies on sexual harassment, violence in the workplace,
- Recruit and develop a diverse faculty, including compliance with the letter and the spirit of the policy on equal opportunity
- Actively participate in Keck School and departmental fundraising initiatives, in compliance with the policy on fundraising coordination
- Develop and implement a policy of annual reviews for all faculty members, in accordance with university policy.

II. Education

Under the current budgeting practices of the Keck School of Medicine, all educational programs are funded centrally by the Office of the Dean. Each program director is responsible for recommending an annual budget to support direct teaching as well as teaching-related administrative activities. Funds are then allocated to Departments as decided by the Dean to support teaching-related faculty and administrative salaries, and expenses related to teaching. The Keck School of Medicine is committed to the goal of the highest quality educational programs at every level.

Expectations: Each Chair/Director is expected to

- Actively promote the participation of department/institute faculty in the teaching of medical students at every level
- Participate in curriculum development in preclinical years
- Actively promote the participation of department/institute faculty in the teaching and mentoring of graduate students.
- Ensure that graduate and postgraduate training programs (postdoctoral fellowships) are of the highest quality
- Work to achieve federal and other support for graduate and postgraduate training

III. Recruitment

Each Chair/Institute Director is responsible for the strategic recruitment of faculty to support the research and educational missions of the department or institute, respectively.

Expectations: Each Chair/Director is expected to

- Ensure that recruits to the Keck School of Medicine are of the highest quality, and that they meet or exceed criteria for appointment
- Ensure that all faculty personnel decisions must be in accordance with University and School policies and are subject to the control of the Office of the Provost
- Work closely with the Vice Dean for Faculty Affairs on all such personnel decisions and on faculty participation in governance

IV. Research

Chairs and Institute Directors will work with the Vice Dean for Research to establish the research programs in their departments or institutes, to maximize the potential for interdisciplinary research programs, and in the strategic recruitment of new faculty to support their research direction. Chairs and Institute Directors are responsible for building bridges of cooperation between their unit and other Departments and Institutes of the Keck School and the University at large. Chairs and Institute Directors share a corporate responsibility for the overall mission and success of the Keck School and the University of Southern California.

Expectations: Each Chair/Director is expected to

- Promote a department/institute culture which values scientific discovery
- Develop a strategic plan for research activities within the department/institute with measurable annual and multi-year goals, and achieve such goals
- Promote the career development and recruitment of excellent scientists
- Actively develop relationships in translational and multidisciplinary research disciplines

- Achieve improved national rank in NIH research funding
- Encourage faculty participation in university committees which oversee the protection of human and animal subjects
- Ensure that research is performed in compliance with all governmental and University policies, including the protection of human and animal subjects and effort reporting
- Ensure that research efforts are self-supporting and based upon extramural funding

V. Budget and Administration

Chairs and Institute Directors are subject to the direction of the Chief Operating Officer in their budgeting process, and will budget all funds under their management in accordance with the policies promulgated by the University so as to achieve a balanced annual budget that furthers our academic mission. Endowment funds assigned to the department/institute will be under the control of the Chair, as limited by University policy or directives of the President of the University, unless specific contractual terms limit this flexibility.

Expectations: Each Chair/Director is expected to

- Achieve a balanced budget on an annual basis.
- Ensure that research efforts are self-supporting and based upon extramural funding.
- Adhere to university and school financial and administrative policies
- Provide effective oversight of administrative and financial leadership within the department/institute
- Reinvest department/institute funds in growing the research enterprises
- Comply with all university and school human resource policies