

**Responsibilities and Expectations
For Clinical Department Chairs**

Keck School of Medicine of the University of Southern California

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

Clinical Department Chairs report annually to the Dean as to the contributions of their Departments and faculty to the educational, clinical, and research mission of USC and the Keck School of Medicine.

The responsibilities and expectations for clinical department chairs are outlined below, and may change from time to time. Additional specific performance goals may be agreed upon with the Dean.

I. Leadership and Institutional Commitment

Each Chair is responsible to the Dean for providing overall direction within his/her department to further the education, research and clinical service missions of USC and the Keck School of Medicine, and for departmental faculty and budgetary affairs. The Chair sets the tone for his/her entire Department.

Expectations: Each Chair will

- Promote the vision and mission of the Keck School of Medicine and the USC Hospitals, as articulated by the Dean and university administration
- Promote a culture of academic excellence
- Support strategic initiatives of the Keck School and the USC Hospitals
- Develop a departmental strategic plan to grow clinical, research and teaching activities
- Achieve national ranking in the U.S. News and World Report medical specialty rankings and other national external measures of reputation and excellence
- Actively and regularly participate in leadership meetings
- Actively 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
- Provide effective leadership and mentoring to faculty members
- Provide leadership as Chiefs of Service at affiliated hospitals
- Promote a positive workplace environment
- Recruit and develop a diverse faculty
- Actively participate in Keck School and departmental fundraising initiatives
- 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 will

- Actively promote the participation of department faculty in the teaching of medical students at every level
- Participate in curriculum development in both the preclinical and clinical years
- Ensure that the core clinical rotations in the department are well organized, well taught, and demonstrate a high degree of student satisfaction
- Ensure that postgraduate training programs (residencies and fellowships) are of the highest quality and are continuously accredited by the ACGME
- Implement a departmentally based system of advising students applying for postgraduate training in the field
- Actively participate in continuing medical education (CME) activities sponsored by the Keck School of Medicine

III. Recruitment

Each Chair is responsible for the strategic recruitment of clinical and research faculty to support the clinical and research missions of the department, respectively.

Expectations: Each Chair will

- 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
- Propose multi-year strategic recruitment plans and coordinate with both the Dean's Office and the CEO of USC Hospitals (or designate) on the financial models to support all proposed recruitment plans

IV. Research

Each Chair will work with the Vice Dean for Research to establish the research programs in their department, to maximize the potential for interdisciplinary research programs, and in the strategic recruitment of new faculty to support their research direction. The Chair is responsible for building bridges of cooperation between their Department and other Departments and Institutes of the Keck School and the University at large, and the Chair shares a corporate responsibility for the overall mission and success of the Keck School and the University of Southern California.

Expectations: Each Chair will

- Promote a departmental culture which values scientific discovery and clinical innovation
- Develop a strategic plan for research activities within the department with measurable goals
- Develop a research portfolio that includes both clinical and basic science research activities
- Promote the development and recruitment of clinician-scientists
- Be ranked within the top 25 in NIH research funding to medical school departments
- Encourage faculty participation in university committees which oversee the protection of human subjects
- Ensure that research is performed in compliance with all governmental and University policies
- Aim that research efforts be self-supporting and based upon extramural funding

V. Budget and Administration

The Chair is subject to the direction of the Chief Operating Officer in his/her 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 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 will

- Achieve a balanced budget on an annual basis.
- Maintain financial self-sufficiency for the clinical activities of your department.
- Ensure that research efforts are self-supporting and based upon extramural funding.
- Work with the CEO of the University Hospitals (or his or her designee) to develop annual financial and programmatic goals.
- Adhere to university and school financial and administrative policies
- Provide effective oversight of administrative and financial leadership within the department
- Reinvest departmental funds in growing the clinical and research enterprises
- Comply with all university and school human resource policies

VI. Clinical Affairs

Each Clinical Chair is responsible to the Dean to work cooperatively with the leadership of our affiliated hospitals (Keck Hospital of USC, Norris Cancer Hospital of USC, the LAC +USC Medical Center, Children's Hospital Los Angeles), the Keck Doctors of USC, and other clinical leaders in developing a high quality, nationally ranked USC clinical enterprise.

Expectations: Each Chair will

- Promote a culture of clinical excellence in all practice settings

- Implement and measure adherence to USC Care standards on patient access, scheduling and patient satisfaction
- Develop and monitor standards for clinical outcomes and patient safety
- Lead the development of interdisciplinary clinical programs in the outpatient departments and hospitals
- Lead clinical program development and clinical business development at the USC hospitals
- Provide clinical services and supervision at LAC+USC as directed by the Keck School in compliance with our contractual obligations
- Participate in the development of satellite offices and outreach activities, in coordination with USC initiatives
- Ensure that all faculty practice activities occur within the framework of USC Care and at facilities that have been approved by the Dean.
- Provide leadership for clinical risk management activities within each department.