



# UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES

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School of Medicine  
Office of the Dean  
SOM-DPM-011-2020 (ADF)  
July 10, 2020

## MEMORANDUM FOR FACULTY, STAFF, AND MEDICAL STUDENTS

### SUBJECT: Five-Year Review of Department Chair Performance

**A. Reissuance and Purpose.** This Dean's Policy Memorandum (DPM) reissues School of Medicine (SOM) DPM 009-2014, (*Reference (a)*). The optimum performance of all of the diverse missions of the SOM depends to a large degree on the leadership of individual department chairs. This DPM summarizes the process for the performance of a 360° review of the overall leadership effectiveness of each SOM Department Chair.

**References.** See *Enclosure 1*.

**B. Applicability.** This DPM applies to the SOM.

**C. Effective Date.** This DPM is effective immediately.

**D. Policy and Responsibilities.**

1. The Dean has organized the order of reviews based upon the dates of appointment as Chair. Chairs with known retirement or PCS dates in the next year will not be reviewed.

2. Senior members of the Dean's staff will be appointed by the Dean to lead each individual review. The Administrative Assistant to the Senior Associate Dean for Academic Affairs will provide administrative support for the conduct of the review.

3. Each review will include three elements:

a. An up to 20 page Department Chair self-assessment of the department and his/her leadership performance. This can be prepared by the Chair or his designee(s).

b. 360° Review Form/Survey will be confidentially solicited from each Department member, primary external Department contacts, and senior and junior University contacts. These forms will be submitted anonymously. In addition, individual meetings with the review lead will be offered to each individual if they prefer to give their feedback in-person or to expand on their written comments.

c. An external consultant will be selected by the Dean to perform a 1 to 2 day on-campus departmental review. This consultant will normally be from another U.S. academic institution, and a Department Chair of a department similar to the department being reviewed.

4. The three elements of the review will remain confidential and will be summarized by the lead reviewer and discussed with the Dean, Senior Associate Dean for Academic Affairs and the Department Chair. A plan for continued improvement in leadership effectiveness will be developed and any required administrative actions will be taken.

**E. Effective Date.** This DPM is effective immediately.

A handwritten signature in black ink, appearing to read 'Arthur Kellermann', with a stylized flourish at the end.

Arthur L. Kellermann, MD, MPH  
Professor and Dean, School of Medicine

Enclosure:

1. References
2. 360 Degree Review Form

**REFERENCES**

- (a) USU SOM DPM-009-2014 "Five-Year Review of Department Chair Performance," dated September 10, 2014 (hereby canceled).

## 5- Year Department Chair Review

<b>Chair Name/Department:</b> <b>Relationship to Chair:</b>	<b>Date:</b>
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Summary of Competencies	Poor		Average		Excellent
<b>1. TEAM WORK</b> Builds teams and improves their effectiveness through personal commitment					
	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
<i>Comments:</i>					
<b>2. ADAPTABILITY/CHANGE MANAGEMENT</b> The ability to respond and adapt to changing circumstances and to manage, solve problems and provide solutions in a climate of ambiguity. Works well under pressure of numerous projects, deadlines and demands					
	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
<i>Comments:</i>					
<b>3. MOTIVATION</b> The ability to support and encourage individuals and teams, so that they give their best					
	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
<i>Comments:</i>					
<b>4. ANALYTICAL THINKING</b> The ability to analyze, investigate and interpret data, issues and situations					
	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
<i>Comments:</i>					
<b>5. INTEGRITY AND ETHICAL MANAGEMENT</b> The ability to work ethically, according to professional and University values. Maintains high standards of personal integrity					
	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
<i>Comments:</i>					
<b>6. COMMUNICATION</b> The ability to give and gather information and to actively manage the communication process. Stays in touch with people at all levels of the University					
	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

Summary of Competencies	Poor		Average		Excellent
<b>7. DECISION MAKING</b>					
The ability to evaluate or judge the best course of action and to make decisions at the appropriate speed					
	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
<i>Comments:</i>					
<b>8. PLANNING AND ORGANIZATION</b>					
The ability to plan, organize and prioritize work. Balancing resources, skills, priorities and timescales to objectives					
	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
<i>Comments:</i>					
<b>9. LEADERSHIP AND INSPIRING OTHERS</b>					
The ability to use personal skills to guide and inspire individuals/groups towards achieving goals. Gives clear, motivating and constructive feedback					
	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
<i>Comments:</i>					
<b>10. DEVELOPING OTHERS</b>					
Conveys a commitment to understanding and doing what is best for employees					
	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
<i>Comments:</i>					
<b>11. RELATIONSHIP BUILDING</b>					
The ability to get on well with a wide range of people and build long term trusting relationships. Treats others fairly and consistently					
	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
<i>Comments:</i>					

**Additional Strengths:**

**Additional Weaknesses:**