

Table of Contents

Preface	i
1. Performance Evaluation and Review of the Department Chair	1
Different Types of Departmental Evaluation	2
Evaluating Department Chairs	3
The Multiple Roles of the Department Chair	6
Techniques and Tools for Evaluating Leadership	8
Embracing Evaluation	10
2. Examples of Good Practice in Departmental Reviews	15
The “Classic” Department Review	16
The “New” Review	17
Examples of Department Chair Evaluation	18
Examples of Departmental Review	19
3. Chair Rewards and Compensation	23
Compensation Strategies for Chairs	23
Performance-Based Pay	24
A Critique of Performance-Based Compensation	25
Chair Compensation Policies: Examples from Medical Schools and Teaching Hospitals	27
4. Stress, Burnout, and Renewal	31
The Effects of Stress on Department Chairs	31
What Is Burnout?	33
Avoiding Burnout	35
Dealing with Stress for the New Chair	36
One Chair’s Stress Is Another’s Satisfaction	37
5. Why Chairs Leave – or Lose – Their Jobs	39
Reasons for Stepping Down from the Chair	39
Why Chairs Lose Their Jobs: Institutional Aspects	40
Why Chairs Lose Their Jobs: Individual Aspects	42
Turnover and Renewal	43
6. Conclusions	45
Good Practice in Department Chair Evaluation and Rewards	45
Linking Recruitment, Responsibilities, Evaluation, and Rewards	46
Appendices	49
References	97
About the Authors	100