Academic Tracks and Career Development Opportunities at VUMC

Office of Faculty Affairs
Department of Anesthesiology
Vanderbilt University Medical Center
The Team- Office of Faculty Affairs

- Dr. Matthew Weinger- VC, Faculty Affairs
- Dr. Pratik Pandharipande- AVC, Faculty Affairs
- Catherine Clark- Senior Program Manager
- Alexandria (Lexi) Tittor- Associate Program Manager
Why are we in Academics?

• Impact on society
• Intellectual stimulation
• Practice variety
• Opportunities (fame, not fortune)
• Life-long learning
Three Academic Tracks

• **Clinician (CP at VUMC)** - primarily for faculty whose principal contributions are to the clinical service mission

• **Educator (CE)** - primarily for clinical faculty with major efforts in teaching and service

• **Scientist/Investigator (PS)** - primarily for clinical faculty with major efforts in funded research and teaching
Four Ranks

- Instructor (1-2 yrs)
- Assistant Professor (5-9 yrs)
- Associate Professor (5-9 yrs)
- (Full) Professor
# VUMC Dept of Anesthesiology (July 2019)

## Faculty by Track

<table>
<thead>
<tr>
<th>Faculty by Track</th>
<th>#</th>
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</thead>
<tbody>
<tr>
<td>Educator</td>
<td>79</td>
</tr>
<tr>
<td>Clinical Practice</td>
<td>62</td>
</tr>
<tr>
<td>Investigator (MD 6/PhD 5)</td>
<td>11</td>
</tr>
<tr>
<td>Research</td>
<td>8</td>
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</table>

## Faculty by Rank

<table>
<thead>
<tr>
<th>Faculty by Rank</th>
<th>#</th>
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<tbody>
<tr>
<td>Full professor</td>
<td>29</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>40</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>82</td>
</tr>
<tr>
<td>Instructor</td>
<td>9</td>
</tr>
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</table>
What does it take to be successful?

Depends on:

• The institution
• The track (and rank)
• Available non-clinical time and resources
Professionalism & Citizenship

- Core values are essential to success...
- Promotion is not just about you but is also about the Department & VUMC
- Promotion is a secondary consequence of doing the right thing(s) to advance the organization as well as your own career
The Elements of Professionalism

Be the best
Pros strive to excel, and excelling at every level is how you build a great career.

Be dependable
Pros keep their promises, meet their commitments, learn from their mistakes, and take responsibility for their errors.

Be ethical
Responsible pros work to avoid ethical lapses and weigh their options carefully when facing ethical dilemmas.

Be a team player
Pros know how to contribute to a larger cause and make others around them better.

Be positive
You owe it to yourself, your colleagues, and your company to maintain a positive outlook even when the going gets tough.

Be respectful
Good business etiquette is a sign of respect for those around you; respecting others is not only good, it’s good for your career.

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Clinical Practice Track

Knowledge Implementation
CP Track Faculty Expectations

• Be an “excellent clinician”
• Participate in QI & practice management
• Academic activities focus on professional contributions across five ‘domains’
• Research and scholarship as an extension of existing activities; not a focus
Evaluating Clinical Excellence

- Peer evaluation
  - Medical knowledge, judgement, & skills
  - Professionalism and respect for colleagues
  - Compassion and respect for patients

- Outstanding clinical productivity

- Contributions to clinical services

- Reputation
  - e.g., requests for opinion on challenging cases
  - Letters of recommendation
Professional Contributions can be in *any* of 5 Domains

- Administration and leadership
- Patient outcomes and quality improvement
- Education of patients and service to the community
- Service to the specialty
- Academic contributions
1. Administration and Leadership

- Chair of departmental or institutional committee
- Significant contributions in an administrative or leadership role
- Directing a clinical program
2. Outcomes & Quality Improvement

- Development of guidelines or pathways with measurable impact
- Development of new clinical or educational programs
- Introduction of effective new methods
- Demonstrable outcomes with quality and process improvement programs
3. Patient Education and Community Service

- Leadership in community organizations that enhance health (e.g., Director of Shade Tree Clinic)
- Community leadership of a clinical nature
- Health-related advocacy (e.g., expert testimony for local, state, or national government)
4. Service to the Specialty

• Leadership roles in regional or national professional organizations

• Delivery of continuing professional and/or community education (e.g., presentations, media)

• Reviewing for academic journals (as a supplement to other forms of service)
5. Academic Contributions

- Excellence in teaching
- Development and/or delivery of clinical education programs
- Collaborating in clinical studies
- Special contributions in other areas which further the institutional mission
- Scholarly publications (e.g., case reports, chapters)
Promotion to Associate Professor of Clinical Anesthesiology

- Sustained clinical excellence
- Distinguished professional contributions in at least one of 5 domains
- Supported by evidence of presence and reputation outside the Medical Center on a regional and budding national level
- Research and scholarship enhance existing activities; not a requirement
Promotion to Professor

• Sustained clinical excellence

• Distinguished professional contributions in at least two domains or extraordinary contributions in one

• Supported by evidence of presence and reputation outside the Medical Center on a national level
Clinician Educator Track

Knowledge Synthesis and Dissemination
Clinician Educator Expectations

• Excellent clinician
• Teaching outside of clinical duties
• Academic & community service
• Contributions must be pursued in a scholarly manner
  - Evidenced by publication in peer-reviewed forums and invited external presentations
Promotion in the CE Track

- Significant achievement in teaching and service are the primary criteria
- Must perform in an exemplary fashion in one of these and be deemed competent in the other
- Creation of impactful academic products
- National reputation is defining criteria
Excellence in Teaching

• Expect *all* faculty to be efficient & effective teachers in their direct supervision of trainees

• For promotion, CE faculty must demonstrate a high level of teaching effectiveness in at least one of the five ‘forms’ that teaching takes

• For faculty in which teaching is the primary basis for promotion, excellence may be demonstrated in several ‘forms’
‘Forms’ of Teaching Excellence

• **Direct Teaching**
  Invited presentations, awards, publications describing scholarly approach to teaching methods

• **Curricular or Program Development**
  Development of courses, educational media, manuals, textbooks *undertaken in a scholarly manner*

• **Mentoring and Advising**
  Academic accomplishments of mentees, committee service related to mentoring and advising
‘Forms’ of Teaching Excellence

• Educational Administration or Leadership
  Course/program director, invited presentations to describe program, new initiatives developed

• Educational Research
  Publications related to teaching & learning, grants obtained related to educational research, service on national education-related committees
Excellence in Service

• Must make significant special contributions to the school’s missions

• Such achievement may be in one or more of following:
  - Sustained provision of exemplary clinical care
  - Academic approach to improved patient care
  - Development of new or enhancement of existing programs (clinical, educational, or research)
  - Special contributions to the SOM and University beyond those customarily expected
### Substantive National Service by VUMC Anesthesiology, 2019

<table>
<thead>
<tr>
<th>Activity</th>
<th># unique faculty</th>
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<tbody>
<tr>
<td>Major academic society leadership</td>
<td>20</td>
</tr>
<tr>
<td>Editorial boards</td>
<td>13</td>
</tr>
<tr>
<td>Journal editors</td>
<td>7</td>
</tr>
<tr>
<td>ABA &amp; NBME exam creators or examiners</td>
<td>10</td>
</tr>
<tr>
<td>Major grant reviewer (NIH Study Section or equivalent)</td>
<td>4</td>
</tr>
<tr>
<td>Major national committees (NAS, IOM, AMA)</td>
<td>6</td>
</tr>
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</table>
Other Promotion Criteria

• **National Reputation (most critical)**
  – Invited Presentations (Refresher course lectures, Visiting Professorships, External Grand Rounds lectures)
  – Committee involvement (& especially leadership)
  – Editorial Board or other board membership
  – Symposium Organizer
  – Grant reviewer

• **~20 publications since appointment**
  – Patents, book chapters, and editorials included
  – Fewer if publications are of substantial impact
Physician Scientist

Knowledge Creation
Criteria for PS Track Promotion

• Funded research
  -PI on *several* federal competitive grants
  -Evidence of independence from mentor(s)

• Publications
  -Research articles in top-tier/impact journals

• Service & Recognition
  -National service, especially leadership
  -Honors and Awards

• Teaching
  -Focus on research student mentoring success
What is Tenure?

- Historically intended to protect faculty with divergent political views from their University supervisors
- Usually linked to salary guarantee and difficulty being summarily fired
- Can get ‘perks’ (e.g., sabbatical, internal research funding, awards)
- Less relevant for academic physicians
Keys to academic success

- Stable, committed, supportive leadership
- Great working environment
  - Collegial atmosphere/culture of collaboration
- Resources available (departmental and institutional finances)
- Role models and mentors available
- Robust career development processes
- Department with track record of success for junior faculty
We all Need a Mentor

• A mentor is more than “an experienced and trusted advisor”

• A mentor also:
  - Helps visualize a path to your success
  - Provides opportunities and resources
  - Provides motivation and emotional support
  - Is a role model (in at least one key attribute)

• Often have more than one mentor
Career Development Process

• Effective mentorship
  - Right mentor(s) for particular interests and needs
  - At least quarterly meetings

• Regular review of progress

• Continually updated Career Plan and CV

• Access to needed resources
Professional Development Cycle

GOALS
Clinical Excellence
Education Scholarship Service

Year-Round:
• Promotion files prepared and submitted
• Mentoring

Submission of Academic Achievement Award (AAA) Applications

AAA Review Process

Annual A&P Committee Retreat:
Review of All Faculty

CV Updates: All Faculty

Submission of Career Development Award (CDA) Applications

Annual CDA Meeting

CDA Review Process

CDA Letters Sent

Annual Faculty Review Meetings

CV Updates: All Faculty

Division Chiefs Review CDA Requests with Faculty

AAA Distributions: Review of Results at Faculty Meeting
Career Development Award (CDA)- Jan to April

- Time given by the Department to support your academic and administrative responsibilities, aligned with your career development goals
- Shared commitment between the Department and the faculty to advance faculty careers
- Base of 42 CDA days for CE track and 22 for CP track at initial faculty appointment
- All faculty are expected to submit CDA applications yearly to estimate the days needed the subsequent year
CDA Process

• Faculty are advised to meet with their Division Chief to go over CDA requests

• Guidelines for administrative and academic CDAs published

• CDA requests evaluated by the CDA Committee comprising of DCs and A&P Committee members

• Days allocated based on budget, faculty and Departmental advancement, and parity
The AAA Program provides clinical faculty with a tangible annual reward for scholarship, education, and service that complements the financial rewards associated with clinical work.

- Clinical productivity in the Department is rewarded through RVU-based productivity incentives.
- Scholarship, education, and professional service often preclude faculty from being clinical, and thus decrease eligibility for clinical RVUs.
- The AAA program partially bridges this gap by rewarding faculty for materially contributing to these other core Departmental missions.
Current activities receiving AAA points

- Internal teaching (not in OR) & lectures
- Multimedia presentations
- Unique educational projects
- External presentations
- Abstracts and Posters
- CEBA products
- Grants submitted and awarded
- Publications
- External service
AAA Shares

• Total AAA points qualify for shares each with a $ value (currently $8000/share)

• Current share thresholds at 400, 800, 1200, 2000, and 3000 representing respectively 1 through 5 shares

• Shares awarded in October paycheck (only for those still on the faculty on the date of payment)
Motivation

Intrinsic motivation (from within)
• Autonomy
• Mastery
• Purpose

Extrinsic motivation (from outside)
• Compensation
• Punishment
• Reward
How do you Succeed?

- Dedicate 3-5 years of concentrated effort to build, preferably focused, expertise
- Build a local & especially national reputation
- Scholarly Activities
  - Collaborations & relationships
  - Ideas & innovations
  - Well designed & implemented projects
  - Durable academic products
# National Reputation Examples

<table>
<thead>
<tr>
<th></th>
<th>Scientist Track</th>
<th>Educator Track</th>
<th>Clinician Track</th>
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</thead>
<tbody>
<tr>
<td><strong>Regional</strong></td>
<td>N/A</td>
<td>Organizing &amp;/or teaching regional CME courses; TSA meeting presentation*</td>
<td>Community hospital talks; Letters from referring MDs; Article in newspaper</td>
</tr>
<tr>
<td><strong>National</strong></td>
<td>Quality peer-reviewed publications; Have NIH R01 grants; Serve on NIH Study Sections</td>
<td>Quality peer-reviewed publications; Journal editorial boards; Lead national committees</td>
<td>Chair national committees; Publish article in <em>New Yorker</em> or ASA newsletter</td>
</tr>
<tr>
<td><strong>International</strong></td>
<td>International talks and papers; Review international grants; International award</td>
<td>Organize &amp;/or talk at international conferences; Publish in or Edit an international journal</td>
<td>Organize &amp;/or talk at international conferences; Chair international committee†</td>
</tr>
</tbody>
</table>

* A regional reputation alone is insufficient for promotion in the CE track
† An international reputation is not necessary for but is helpful to promotion in the CP track
Scholarship Broadly Defined

- Basic and translational research
- Clinical studies
- Health services (including safety/quality)
- Informatics
- Education
- Social sciences (e.g., economics, policy)
- Humanities (e.g., history, literature)
Get Started Early

- Identify an effective academic faculty mentor
- Stake out a well-defined and circumscribed area of academic and/or educational interest (with mentor)
- Create an academic plan with measurable milestones (with mentor)
- Create and maintain your CV and Teaching Portfolio
Durable Academic Products

- Get help from more experienced folks
- Collaborate with others (teamwork)
- Always be generating content
  Anything from CEBA guidelines to review articles or new knowledge
- Goal of $\geq 2$ scholarly products a year, preferably in peer-reviewed venues
“Get Out There”!

• Seek service opportunities
  - Get involved at a regional/national level in relevant professional organizations
  - The goal is leadership and impact

• Invited Presentations
  - Start with Departmental Grand Rounds
  - Network to be invited to give lectures outside VUMC
Questions?

BE HONEST AND OPEN
WITH YOUR MENTOR.
LET THEM KNOW EVERYTHING. THEY’RE THERE FOR YOU.
—ERIN D.

Matt.Weinger@VUMC.org
Pratik.Pandharipande@VUMC.org