**Clinical Track Faculty Pathways**

**University of Michigan Medical School**

**Department of** Click or tap here to enter text.

Starting as a faculty member in a major academic department and institution can be overwhelming. With so many options and possibilities, it is often difficult to develop your personal scholarly path when starting your career. As a part of the University of Michigan, the Medical School uses a single “clinical track” for faculty but will recognize that there are multiple pathways for promotion possible within this track. Pathway identification will serve to facilitate faculty progress towards promotion and may be identified in the promotion materials to assist in the evaluation of the faculty member.

All clinical track appointment and promotions should recognize the achievements of individuals who have demonstrated:

* Outstanding clinical work; teaching / educational contributions   
  AND
* Contributions to their field or profession in scholarship / academic areas, which may include the scholarship of:
  + Education
  + Implementation
  + Quality improvement
  + Patient Safety
* Service contributions will also be recognized

The goal of this resource is to provide—at the departmental, institutional, and national levels—a consolidated inventory of resources for each of the clinical track pathways. This resource also provides an example of a career development plan for each pathway, from Assistant Professor to Associate Professor. Departments can tailor the templates with their own departmental specific information.

The faculty pathways are:

**Clinician-Educator:** for the faculty member whose primary interest is in teaching residents, fellows, and other trainees.

**Clinician-Researcher:** for the faculty member whose primary interest is in the opportunity to advance medical and scientific knowledge through research and scholarship.

**Clinician-Patient Safety/Quality Assurance Advocate:** for the faculty member whose primary interest is in the opportunity to have an impact on improved patient safety through systems-based analysis of adverse outcomes, the development of safety initiatives, or health policy.

**Clinician-Leader/Administrator:** for the faculty member who is interested in developing as a leader or major administrator in a department or institution (oftenoverlaps with one of the above pathways).

**Clinician-Individualized Portfolio:** for the faculty who has interests and accomplishments in all aspects of the mission: education, scholarship and service/ administration.

The process of promotion in the medical school is driven by standards originating at the *central campus* of the University of Michigan. As such, the common currency of all faculty promotion at the institution is scholarship, and sustained scholarly productivity is required for *all* pathways to move beyond the level of Clinical Assistant Professor (see [the Promotion Process section](http://faculty.medicine.umich.edu/appointments-promotions/promotion-process) of the Faculty Affairs and Faculty Development website for the most current and comprehensive information about promotions). Since each set of skills is valuable there is a natural overlap among these pathways, however, the pathways program encourages focused development around one of these skill sets.

The purpose of the pathways program is to facilitate career development for junior faculty members who must balance clinical care and academic productivity. It does so by providing guidelines for a coherent set of professional resources and activities that centers around an important theme of academic medicine. This fosters focus, which is critical for career development at a major academic teaching hospital, and enhances satisfaction through the development of expertise.

The promotion pathways reflect the major missions of any academic center or department: outstanding clinical care (facilitated through patient safety efforts), developing the next generation of physicians and scientists (through education and mentorship), developing new knowledge (through research), and developing future leaders.

For a list of frequently asked questions and their answers, please review the [Clinical Track Pathways FAQ document](http://faculty.medicine.umich.edu/clinical-track-pathways-faq) on our website.

**Clinician-Leader/Administrator Pathway**

For the faculty member who is interested in developing as a leader or major administrator in a department or institution. This pathway will often overlap with other pathways because it is difficult for new faculty to be assigned to a major leadership or administrative position early in their career. The department will need to assist you with resources for many of the leadership commitments and activities.

***Departmental Resources & Involvement***

**Mentorship & Contacts**

Individual department information here.

**Activities**

Individual department information here.

**Committee Involvement**

Individual department information here.

***Institutional Resources & Involvement***

**Mentorship & Contacts**

For mentoring and coaching resources, visit the Faculty Development website [here](http://faculty.medicine.umich.edu/faculty-career-development/skill-development/mentorship/find-mentors) for opportunities on how to use our network of mentors and mentoring facilitators across the Medical School.

**Activities**

The Office of Faculty Development offers a number of opportunities that develop your skills in leadership and administration. See their website for more details: <http://faculty.medicine.umich.edu/>

Some important “entry level” seminars include:

* **Essential Skills for Successful Leadership**
* **Getting Things Done (Time Management)**
* **Crucial Accountability**

If your research involves working with humans or clinical data, you will need to complete the appropriate compliance training before beginning ([PEERS](http://my.research.umich.edu/peerrs/) and [HIPAA](http://www.med.umich.edu/u/compliance/area/privacy/training.htm)). If you are working with animals, you will also need to complete the appropriate compliance training (through [UCUCA](http://www.ucuca.umich.edu/train.htm)) before beginning your research.

**Committee Involvement**

Institutional participation in committees related to leadership or executive decision-making are typically reserved for more senior/advanced faculty members.

**Formal Curricula**

The University of Michigan has a number of formal curricula related to leadership development:

**Leadership Academy** (hosted by Faculty Development for higher-level leaders) focuses on the development of Michigan Medicine leaders. This program is an accelerated 4-day immersive learning experience that draws on the participant’s 360° assessment of leadership competencies and skills.

The mission of the Academy is to accelerate the development of leaders so that they can reach higher levels of success and produce better results for Michigan Medicine. The Academy accomplishes this by developing essential competencies and skills, introducing new approaches and global best practices, and inspiring personal commitment to leadership development. Participants are currently selected through a nomination process.

If interested, please contact: Department Contact Name

Enter any faculty alumni here.

[Rudi Ansbacher Women in Academic Medicine Leadership Scholars Program](http://faculty.medicine.umich.edu/faculty-career-development/programs-awards/women-academic-medicine) is an intensive 18-month leadership development program is designed to accelerate the development of women for senior positions in academic medicine and healthcare. The program will provide leaders with insight about their leadership strengths and opportunities, allowing for greater self-awareness, growth, development, and success. Participants are selected through a nomination process.

If interested, please contact: Department Contact Name

There is also an [Executive M.B.A.](https://michiganross.umich.edu/programs/executive-mba) and [Executive Education](https://michiganross.umich.edu/programs/executive-education) programs offered through the Ross School of Business.

Enter any faculty alumni here.

\*\**Participation in these programs will be at the discretion of the Chair and Clinical Director*\*\*

***National Resources & Involvement***

**Organizations**

Specialty-specific information here

**Committee Involvement**

Committee involvement is a great way to contribute while creating a career network. In the case of the faculty member interested in leadership, it is also an excellent way to start on a path toward an executive/officer position of an organization. Thus, although you might not be participating in a committee on leadership *per se*, involvement in other committees within your subspecialty society may lead to a position on the Board of Directors or as an officer.

Specialty-specific information here

***WEB-BASED Resources***

There are a number of web-based resources available for leadership development. Many major universities have formal leadership/continuing professional education programs that are available on-line, including:

* Cornell ([online certificate programs](http://www.ecornell.com/certificates/leadership-and-strategic-management/))
* [Stanford](http://scpd.stanford.edu/home)
* There are also many [web-based M.B.A. programs](http://www.usnews.com/education/online-education/mba/rankings?int=da9048), or combined web/weekend programs:
* One program of interest for academic or university leadership is the [Executive Ed.D. in Higher Education Management](http://www.gse.upenn.edu/execdoc) offered by the University of Pennsylvania.

***EARLY CAREER GOAL SETTING + DEVELOPMENT PLAN***

***Clinician-Leader/Administrator Pathway***

***To be completed with your mentor***

Year 1 Goals:   
*Examples*

* Complete the “Essential Skills in Leadership Workshop” at UM
* Identify a mentor in the department
* Work on related research project

Year 2 Goals:   
*Examples*

* Continue didactic activities
* Complete and publish an article related to clinical management
* Develop related research activities
* Join a committee in a subspecialty organization

Years 3-4 Goals:

***Note:*** *After 3 years as Clinical Assistant Professor it is suggested that you meet with the Assistant Dean for Clinical Track Faculty for a review of your career progression and promotion progress. Discuss your career progress with departmental leadership as well.*

*Examples*

* Complete a certificate in Strategic Leadership through eCornell
* Continue research/publish peer-review articles
* Give lectures outside of UM

Years 5 Goals:   
*Examples*

* Become a Division Director
* Serve on the Board of Directors of a subspecialty society
* Successfully apply for committee membership in a subspecialty society
* Continue research/ peer-review publication
* Give lectures outside UM

Years 6-8 Goals:   
*Examples*

* Continue activities
* Complete the “Leadership Academy” at UM
* Discuss your promotion to ClinicalAssociate Professor with leadership (6-7 years after appointment as *Clinical* Assistant Professor)

Potential leadership positions on leadership pathway can include (on a departmental level):

Individual department information here.

For the most current and comprehensive information about promotions, please visit <http://faculty.medicine.umich.edu/appointments-promotions/promotion-process>.