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# Career Development for Medical Educators

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Dean for External Education  
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*Education is at the heart of patient care.*



What is the most helpful (specific) thing you have done to advance your own career as a medical educator

What specific question or challenge do you want to discuss regarding career development as a medical educator



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# Disclosures & Conflicts

- I have no conflicts, financial or otherwise, to disclose



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# Goals for today: Why & How

- Rationale for participating in Career Development in Medical Education
- Practical strategies for identifying opportunities for Professional Development
- Resources to consider in the future
- Becoming active as a “professional” medical educator
- Advocating for yourself



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# Why Invest in Professional Development?

- To improve your teaching
- To become an educator in addition to being a teacher
- To develop an accepted set of “core skills” as a medical educator
- To advance your career within academic medicine
- To increase your satisfaction (“renewal”)



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# Success as a Clinician-Educator

- What can be learned by example
- Understanding the importance of opportunity
  - Those that are offered to you
  - Those that are recognized by you
  - Those that are created by you
- Practical tips for success



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# Opportunity: Lesson 1

- Understand teaching opportunities that are offered to you
  - Caveat: Not necessarily ALL that are offered are good
  - Negotiate from your strengths
  - Leverage your experiences and all offers made to you



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# Recognize what skills YOU need to succeed



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# Career Development for the Clinician–Educator

## Optimizing Impact and Maximizing Success

David H. Roberts<sup>1</sup>, Richard M. Schwartzstein<sup>1</sup>, and Steven E. Weinberger<sup>2</sup>

**Table 1.** Professional skills and attributes of the successful medical educator

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Facilitates active learning  
Leverages principles of adult learning  
Uses needs assessments to design curricula  
Leads interactive small and large group discussions  
Provides effective feedback  
Experiments with innovative pedagogy  
Identifies opportunities to use education technology  
Develops appropriately challenging assessments  
Invests in ongoing professional development as an educator  
Participates in a community of medical educators  
Contributes to the medical education literature

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Internet address: [www.atsjournals.org](http://www.atsjournals.org)

# Professional Development Opportunities

- Locally – within your institution
  - Find your community and colleagues
    - Faculty who teach in pre-clinical courses
    - Clerkship directors and elective leadership
    - Program directors and other GME faculty
    - CME course leaders
  - Medical education grand rounds
  - Faculty development events / retreats



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# Opportunity: Lesson 2

- Recognize and take advantage of formal teaching training opportunities that are available
  - Med Ed CME courses (like ours...)
  - Macy Program in Med Ed
  - “Academy” programs
  - Specialty / society programs
  - Teaching Consultation Service and Peer Observation
  - Master’s degree programs



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# Professional Development Opportunities

- Online resources
  - AAMC Med Ed Portal
  - Expert Preceptor Program at U North Carolina
  - Rabkin Fellowship / HMS Academy materials
  - Online (mostly) master's degree programs
  - DR-ED list serv
  - Medical education societies and journals



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# Professional Development Opportunities

- At the national level
  - American Association of Medical Colleges (AAMC) and its annual meeting
  - American College of Physicians (ACP) annual Educator Course
  - Stanford Faculty Development Center
  - Keck Fellowship for Primary Care Educators
  - Medical education societies and journals



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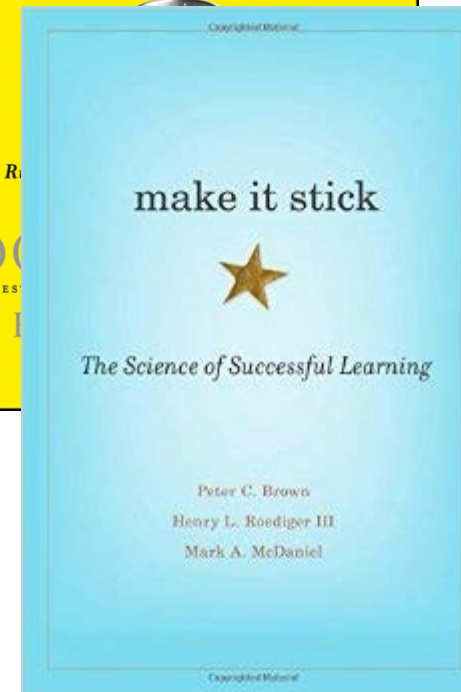
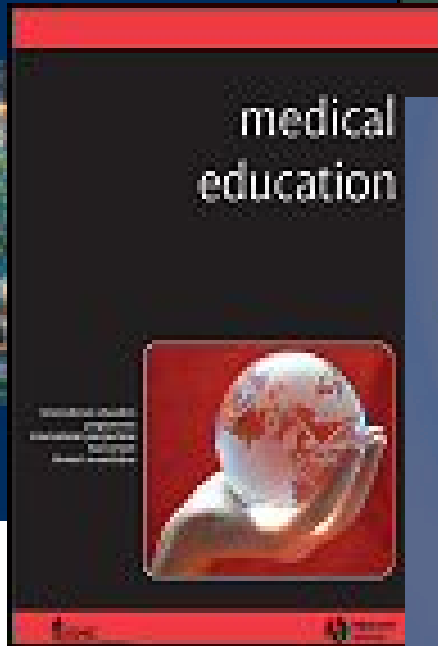
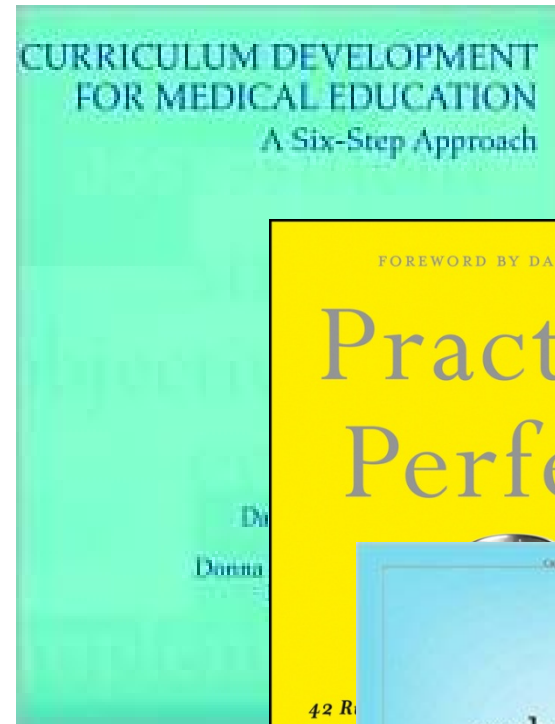
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# Resources for the Medical Educator



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# Opportunity: Lesson 3

- Create your own opportunities
  - Clinical specialty – innovation, scholarship
  - Focused teaching recognition - awards
  - Help create solutions to thorny problems
  - Develop a niche
    - Opportunities for talks and scholarship
    - National and international presence
    - Build community



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# Getting involved as a Medical Educator

- Find your colleagues and community
- Invest in your own education and training
- Consider joining institutional Academy
- Volunteer to teach and participate in course design
  - Observed Structured Clinical Exams (OSCE)
  - Pre-clinical courses (tutor, precept)
  - Clinical clerkships (precept, teach)
  - Residency and Fellowships (precept, teach)
  - Faculty training (peer observation)



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# What is the currency?

- What is your job?
- What does your chief see as your goals?
- How will you get promoted?
- How will you be funded?
- Do you need?
  - Grants
  - Papers
  - Curricula
  - Teaching reviews
  - Teaching awards



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# The importance of a mentor

Advice

Support

Protection

Guidance

Teaching

Focus

Saying “no”



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# Keep track of what you do

- Update your CV regularly
- Keep a teaching portfolio
- Meet with your boss regularly – you bring the agenda
- Make what you do count twice – academic scholarship remains key!

**Table 3.** Potential components of a medical educator's teaching portfolio\*

---

Requests or invitations to teach  
Course syllabi or other curricular materials  
Video (or links to video) documenting teaching  
Ratings or other elements of feedback from learners  
Reports of peer observer feedback  
Recognition of excellence in teaching through awards or nomination for awards  
Online teaching materials with documentation of use and distribution  
Patient or lay-learner education materials

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\*Individual institution guidelines should be followed in the preparation of teaching portfolios, as components vary widely.



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# What are the “other” skills you need?

- Leadership
- Negotiation
- Time management
- Problem solving
- “People” skills
- Curiosity
- Creativity



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# 5 Steps to Advocating for Yourself

- Know who you are
- Know what you want
- Prepare for the call to serve
- Do not undermine your own success
- Hone the necessary skills for advocating



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# Know who you are

- Image of character “Frank Underwood” from House of Cards TV show



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“Self-love, my liege,  
is not so vile a sin,  
As self-neglecting”

Shakespeare: *Henry V*

Quoted in Gundersen L. *Physician  
Burnout*. *Ann Intern Med*. July 17, 2001.  
135:145-148.



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# What motivates you to do what you do?

- “I like science and I like people”
- Work ethic
- Fear of not knowing
- Activation energy
- Ambition
- Monetary reward
- Curiosity



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Success in medicine linked to:

insight

interpersonal skills

situational awareness



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# Self-awareness: A requirement for self-advocaton

- Your needs?
- Your strengths?
- Your blindspots?
- What motivates you?
- What provides a sense of satisfaction?
- What keeps you engaged when it gets tough?



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# Pathways to self-awareness

- Introspection
- Reflection
- Requested feedback
- Video recording
- Coaching
- Therapy



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# You are / have been successful

## Avoid self-sabotage



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We all have the capability for self-destruction and self-sabotage



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# Everyone feels the “imposter” sense



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# What behaviors do you see that are self-destructive in your colleagues?

- Not listening
- Not attending to others
- Blind ambition
- Not being open to ideas
- Not being opportunistic
- Not being positive



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# Advocating for yourself takes skill(s)

- Communication – writing, speaking, powerpoint
- Style – warm, curious, strong, persuasive
- Professional – leadership, negotiation, time management, interprofessional dynamics
- Ethic – grit, perseverance, fortitude, passion



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# Medical Educators need Checklists too!

- Professional mission statement
- Network of supportive colleagues
- Supporting environment for productive work
- Ensure awareness by your chief of activities
- Reflect on personal management style
- Know/follow academic advancement rules
- Be a good “citizen” – participate locally



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Vision without execution....  
is hallucination.

Thomas A. Edison  
1847-1931



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# As a Successful Clinician-Educator

- Opportunities
  - Accept good opportunities to teach
  - Take advantage of opportunities to become better teachers, educators and leaders
  - Create your own opportunities to teach
- Strengths
  - Make the most of your strengths and experiences
  - Develop your own niche and become an expert
- Practical Tips
  - Accept the currency of success in your area
  - Find good mentors and accept their help
  - Think hard about what motivates you and remember to do what you love



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