

Clinician-Leader Pathway: Promotion Benchmark Examples

Criterion	Assistant → Associate Professor	Associate → Professor	Tenure Eligibility
Timeline	Minimum 5 years as Assistant Professor	Minimum 5-7 years as Associate Professor	<i>Pending Divisional/Departmental Leadership Endorsement:</i> Within 10 years (Assistant Prof) or 4 years (Associate Prof)
Leadership Scholarship	<ul style="list-style-type: none"> Published evidence of scholarly/QI activities Begin developing scholarship of leadership Participate in collaborative innovation initiatives Develop disseminable leadership products 	<ul style="list-style-type: none"> ≥10 publications (manuscripts, reviews, monographs, books, chapters, guidelines) Virtual educational modules or simulation modules Development/application of technology (e.g., AI) to improve care/safety Consistent resources from diverse sources Peer-review activities for journals, grants, institutional initiatives 	<ul style="list-style-type: none"> ≥20 publications or equivalents (Track A) ≥10-15 high-impact publications (Track C) Editor/Associate Editor/Editorial Board member Chair/member of grant review committees Chair/member of national guideline/position paper committees External funding as PI/Co-PI/Co-I strengthens but not required
Clinical Excellence	<ul style="list-style-type: none"> Maintain clinical excellence (≥20% effort) Specialty board certification or eligibility Integrate clinical practice with leadership Build clinical-leadership identity 	<ul style="list-style-type: none"> Sustained clinical excellence Board certification maintained Clinical expertise supporting leadership role Evidence of clinical quality and innovation 	<ul style="list-style-type: none"> Sustained clinical excellence supporting leadership mission Clinical expertise enhancing transformative impact Integration of clinical practice and leadership innovation
Administrative Service	<ul style="list-style-type: none"> Typically ≥40% administrative effort Meaningful leadership roles Evidence of organizational impact Build leadership competencies 	<ul style="list-style-type: none"> ≥40% administrative effort Director/Co-director of major institutional clinical programs Membership on departmental or health system committees Measurable impact on healthcare delivery and outcomes 	<ul style="list-style-type: none"> Sustained leadership advancing institutional mission (Track B) Director of major health system-wide programs Transformative contributions to institutional excellence Leadership positioning institution as national leader
Leadership & Impact	<ul style="list-style-type: none"> Develop collaborative leadership skills Show evidence of leadership impact Create positive, sustainable change Participate in team-based innovation 	<ul style="list-style-type: none"> Measurable impact on healthcare delivery and organizational effectiveness Leadership creating meaningful change through team-based approaches Growing reputation for transformative leadership Participation in local, regional, or national collaborative initiatives 	<ul style="list-style-type: none"> Transformative leadership with national/international impact Leadership in national healthcare/professional organizations Major healthcare policy influence Recognition as thought leader in healthcare leadership Sustained institutional and field-wide transformation
Recognition	<ul style="list-style-type: none"> Build reputation for creating positive change Evidence of emerging leadership impact Establish innovation-focused scholarship trajectory 	<ul style="list-style-type: none"> Growing reputation for transformative leadership impact Evidence of high-impact scholarship (H-index, citations) Recognition for advancing collaborative innovation Regional or emerging national recognition 	<ul style="list-style-type: none"> National/international recognition for healthcare transformation Major healthcare leadership awards and honors Recognition as thought leader and innovator External validation of transformative contributions Significant influence on healthcare delivery field
Teaching, Mentoring & Legacy	<ul style="list-style-type: none"> >10% teaching/mentoring effort Develop teaching and mentoring skills Support diverse learners Begin building collaborative networks 	<ul style="list-style-type: none"> ≥5 years teaching/mentoring with evaluations at or above peer mean Mentor diverse healthcare leaders Contribute to leadership development programs Evidence of mentoring effectiveness 	<ul style="list-style-type: none"> >10 years teaching/mentoring with evaluations above peer mean Development of diverse leadership pipeline Succession planning and cultural transformation Track record of mentees achieving leadership positions Lasting legacy in healthcare leadership and innovation

Key Notes:

- These **benchmarks are examples** to guide faculty development **and are not to be strictly followed as rigid checklists**. Promotion and tenure decisions are based on a holistic review of a faculty member's full body of work, considering the quality, impact, and significance of contributions within the context of their career trajectory.
- External funding as PI, Co-PI, or Co-I strengthens applications but is not required for promotion or tenure in the Clinician-Leader pathway. Tenure has three tracks: Track A (Scholarly Leadership), Track B (Transformative Administrative Leadership), and Track C (Hybrid Leadership). Expected time allocation: Clinical Service ≥20%, Research Variable, Teaching >10%, Administrative Service ≥40%.