

# USCAP EC SWOT EXERCISE

USCAP Housestaff Specialty Conference  
March 2, 2008

Finding Your Place in  
Academic Pathology

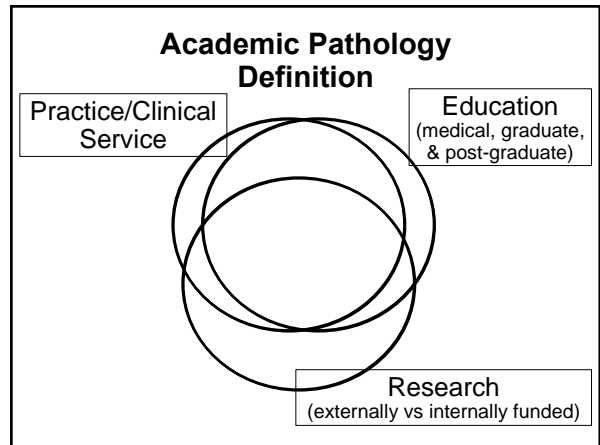
Jeffrey L. Myers, MD  
A. James French Professor of Pathology  
& Director, Division of Anatomic Pathology  
[mverjeff@umich.edu](mailto:mverjeff@umich.edu)

Finding Your Place in Academic  
Pathology

**What** is academic pathology?  
**Why** academics?  
**How** to succeed

Academic Pathology  
Definition

Pathology in a department  
with expectations for faculty  
participation in academic  
missions  
(i.e. education and research)

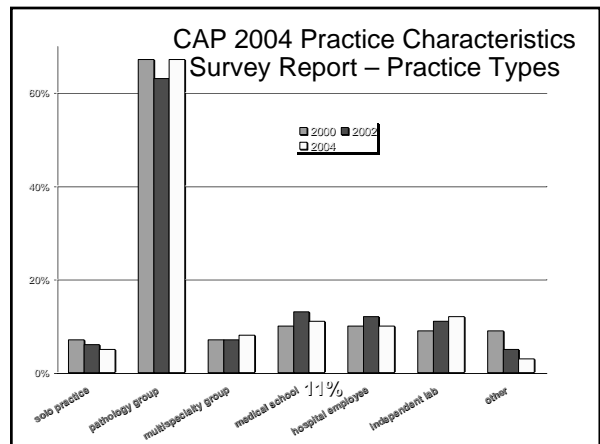


Academic Pathology  
Comparison to "Private Practice"

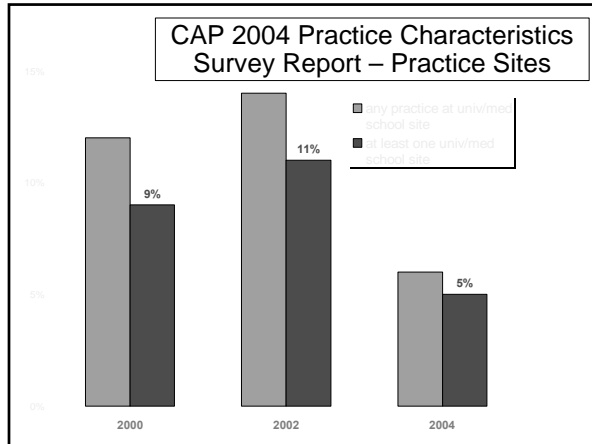
Staffing Patterns Among Group Practice Settings*			
	Mean	Median	Range
Hospitals without residents	4.6	4	1-22
Hospitals with residents	14.9	12	3-27
University hospitals	10.3	7	3-34

Learning point: Excluding commercial laboratories, "academic" practices tend to be larger

\*from Martin and Styer. Arch Pathol Lab Med 2006; 130; 1263



# USCAP EC SWOT EXERCISE

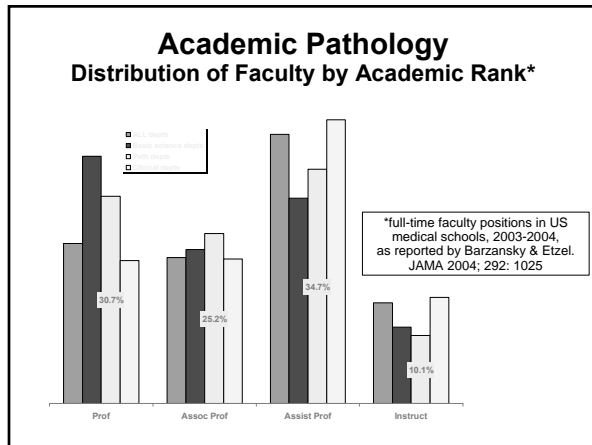


### Academic Pathology

#### Distribution of Faculty by Academic Rank\*

<b>Professors</b>	1,737	(30.7%)
<b>Associate Professors</b>	1,432	(25.2%)
<b>Assistant Professors</b>	1,933	(34.7%)
<b>Instructors</b>	573	(10.1%)
<b>TOTAL</b>	5,675	(5% of 114,549 positions)

\*full-time faculty positions in US medical schools, 2003-2004, as reported by Barzansky & Etzel. JAMA 2004; 292: 1025



### Academic Pathology

#### Comparison to “Private Practice”

#### Allocation of Time for Pathologist Activities (mean % time summed over all faculty)\*

	Hospitals without residents (132-134)	Hospitals with residents (11)	University hospitals (22)	overall P value
<b>surgical pathology</b>	41%	30%	33%	.003
<b>administration/management</b>	24%	22%	25%	0.75
<b>autopsy</b>	3%	4%	2%	ND
<b>teaching/training</b>	1%	12%	6%	ND
<b>research</b>	1%	5%	8%	ND

\*from Martin and Styer. Arch Pathol Lab Med 2006; 130; 1263

### Academic Pathology

#### Comparison to “Private Practice”

#### Allocation of Time for Pathologist Activities (mean % time summed over all faculty)\*

	Hospitals without residents (132-134)	Hospitals with residents (11)	University hospitals (22)	overall P value
<b>surgical pathology</b>	41%	30%	33%	.003
Learning point: Collectively, faculty in “academic” practices tend to spend less time in surgical pathology and more time in teaching and research.				
<b>teaching/training</b>	1%	12%	6%	ND
<b>research</b>	1%	5%	8%	ND

\*from Martin and Styer. Arch Pathol Lab Med 2006; 130; 1263

### What is academic pathology?

#### Learning Points

Excluding commercial laboratories, “academic” practices tend to be larger

Collectively, faculty in “academic” practices tend to spend less time in surgical pathology and more time in teaching and research.

# USCAP EC SWOT EXERCISE

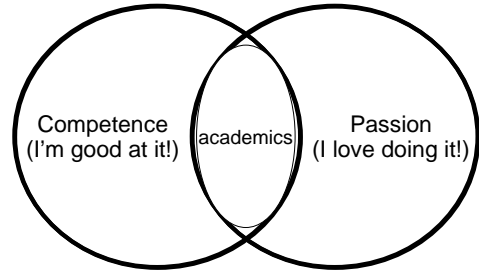
## Finding Your Place in Academic Pathology

**What** is academic pathology?

**Why** academics?

**How** to succeed

## Academic Pathology WHY?



"it" = teaching, doing projects, writing papers, ± competing for funding

## Academic Pathology WHY?

Learning point: Pursue academics because you're passionate about it, and the opportunities will emerge.

## Academic Pathology WHY?

... so what about the whole money thing?

### CAP 2004 Practice Characteristics Survey Report Net Income (Thousands of Dollars)

Type of Practice	Mean	25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile
<b>Solo (32)</b>	229.5	175.0	242.0	290.0
<b>Group (448)</b>	323.9	220.0	300.0	400.0
<b>Univ/med sch (74)</b>	<b>211.4</b>	<b>130.0</b>	<b>167.0</b>	<b>250.0</b>
<b>Group Practice Site</b>				
Hospital only (327)	272.6	190.0	250.0	350.0
Independ lab (248)	320.5	214.0	300.0	400.0
<b>University only (23)</b>	<b>186.3</b>	<b>135.0</b>	<b>170.0</b>	<b>230.0</b>
All other (117)	263.7	165.0	234.0	330.0

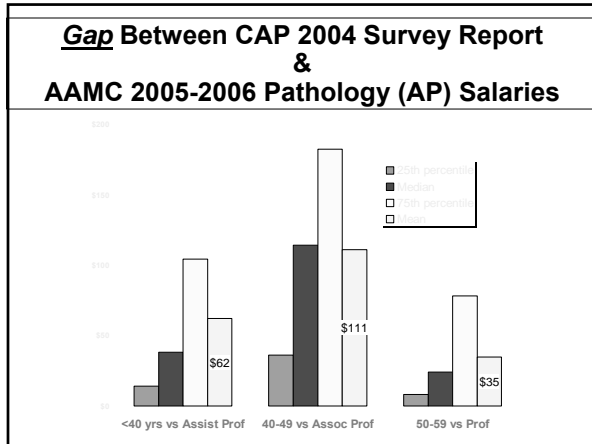
### CAP 2004 Survey Report vs AAMC 2005-2006 Pathology (AP) Salaries

	< 40 yrs*	Assist Prof	40-49 years*	Assoc Prof	50-59 yrs*	Prof
<b>25<sup>th</sup> percentile</b>	150	136	200	164	200	192
<b>Median</b>	190	152	300	186	250	226
<b>75<sup>th</sup> percentile</b>	280	176	400	218	350	272
<b>Mean</b>	<b>227.1</b>	<b>165.0</b>	<b>307.5</b>	<b>196.7</b>	<b>281.6</b>	<b>246.8</b>

net income expressed in thousands of dollars

\*net income includes contributions to deferred compensation plans

# USCAP EC SWOT EXERCISE



**Academic Pathology WHY?**

“Consultant Michael Wiley points out the benefits of academic practice: fewer on-call responsibilities than in private practice, more time off, better benefits – health insurance, 401(k) plans, paid holidays, paid sick time – and more chances to ‘shut off work and forget about it.’”

Gail Garfinkel Weiss. *Career moves: think twice about academia*. Medical Economics, Sept 5, 2003.

**Academic Pathology WHY?**

Learning point: You *might* make a little less money, BUT . . .

	Academics	Other
salary		✓
benefits	✓	
malpractice	✓	
case complexity	✓	
infrastructure/support	✓	
call	✓	
partnership opportunities		✓

. . . levels of support and “quality of life” issues often better in academics.

**Why academics? Learning Points**

Pursue academics because you’re passionate about it, and the opportunities will emerge.

You *might* make a little less money, BUT levels of support and “quality of life” issues often better in academics.

**Finding Your Place in Academic Pathology**

**What** is academic pathology?

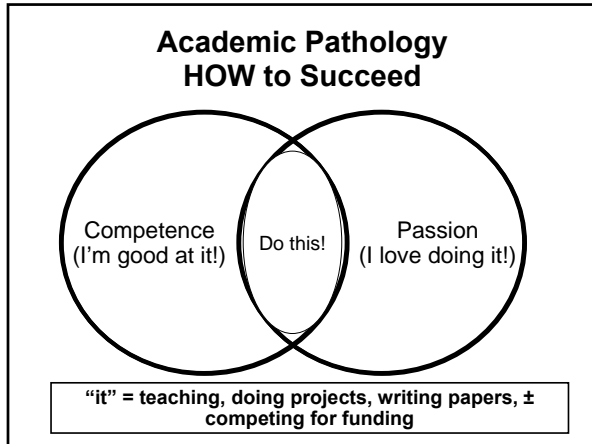
**Why** academics?

**How** to succeed

**Academic Pathology HOW to Succeed**

HOW do I make myself more “marketable”?

# USCAP EC SWOT EXERCISE

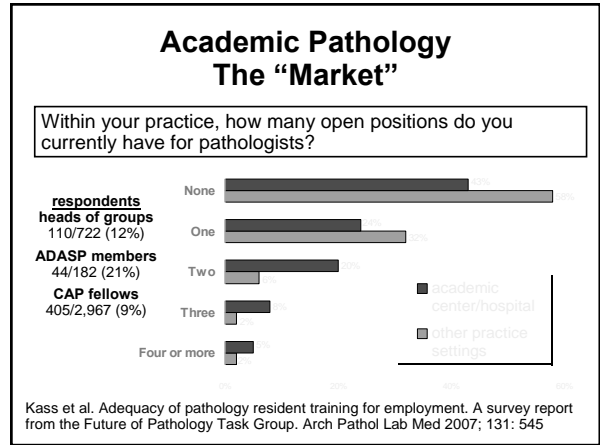
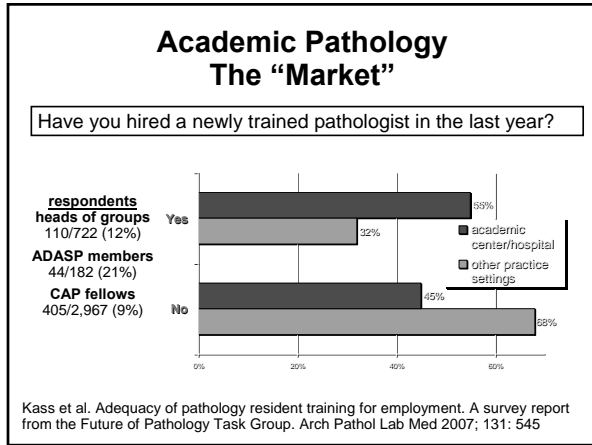


### Academic Pathology The "Market"

Survey of 5 journals\* OCT, NOV, DEC 2007

- 44 academic positions  
28 institutions  
20 states (18) and Canadian provinces (2)
- multiple specialties and subspecialties
  - ✓ surgical pathology (15)      ✓ cytopathology (11)
  - ✓ hematopathology (6)      ✓ dermatopathology (6)
  - ✓ pediatric pathology (6)      ✓ GI/liver (5)
  - ✓ gynecological (5)      ✓ renal (4)
  - ✓ breast (3)      ✓ neuropath (2)
  - ✓ pulmonary (2)      ✓ other (5)

\*Am J Surg Pathol, Am J Clin Pathol, Arch Pathol Lab Med, Hum Pathol, Mod Pathol



### Academic Pathology The "Market"

**Got first choice job**

- academic center 80%
- other practice site 61%

**newly trained pathologist respondents (247)**  
completed residency ≥ JAN03 201/247 (81%)

**practice site**  
academic ctr – 37%  
path group/private hospital – 38%  
fellowship – 22%

Kass et al. Adequacy of pathology resident training for employment. A survey report from the Future of Pathology Task Group. Arch Pathol Lab Med 2007; 131: 545

Pursue academics because you're passionate about *it*, and the opportunities will emerge.

# USCAP EC SWOT EXERCISE

**ADASP SURVEY NOV04\***  
**What qualities are you looking for when recruiting junior faculty in academic AP? (1)**

- #1. Good personality fit/team player
- #2. Good diagnostic skills (+/- independent signout experience)
- #3. Academic orientation with interest/capability in some type of research
- #4. Well trained / from 'good' program

\*courtesy Dr. Christopher Fletcher, Director of Surgical Pathology Brigham and Women's Hospital, Professor of Pathology Harvard Medical School, and Past-President, ADASP

**Future of Pathology Task Group Survey\***  
**Factors Extremely Important/Important in Applicant Selection**

- Medical knowledge
- Interpersonal skills

Factor	Score
Medical knowledge	4.73
Interpersonal skills	4.67

\*Kass et al. Arch Pathol Lab Med 2007; 131: 545

**ADASP SURVEY NOV04**  
**Do you expect fellowship training in either surgical pathology or subspecialty?**

YES – 93%  
 NO – 3.5%  
 Not essential – 3.5%

**Is more than one fellowship desirable/preferred?**

YES – 50%  
 (but not essential)  
 NO – 50%

**Future of Pathology Task Group Survey\***  
**Factors in Applicant Selection**

Factor	Academic center	Other practice settings
Specialized training	4.33	~3.8
Research publication experience	3.5	~2.2

\*Kass et al. Arch Pathol Lab Med 2007; 131: 545

**Academic Pathology**  
**Frequency of Additional Training**

FREIDA Online @ <http://www.ama-assn.org/vapp/freida/career/0,1238,300,00.html>

Category	Percentage
US practice	80%
academics	8%
other	3%

Program Directors knew of the plans of 535 (83.1%) of 644 residents or fellows who completed training in pathology (AP and CP) in 2006

Learning point: Fellowship training a prerequisite for an academic position.

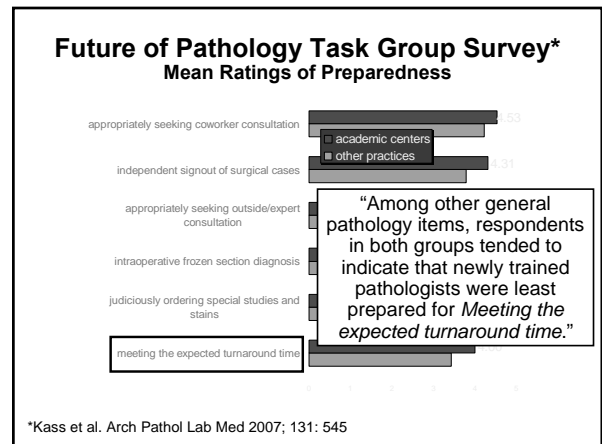
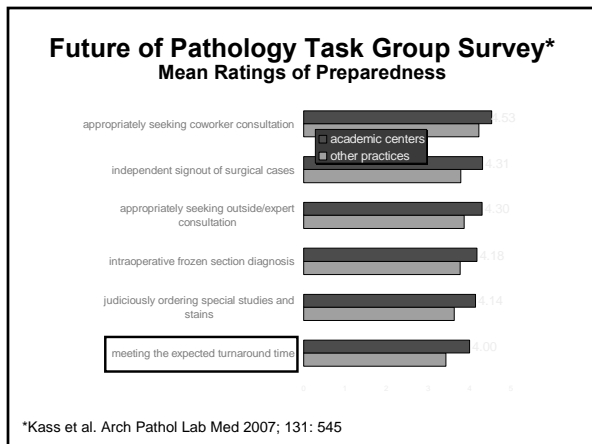
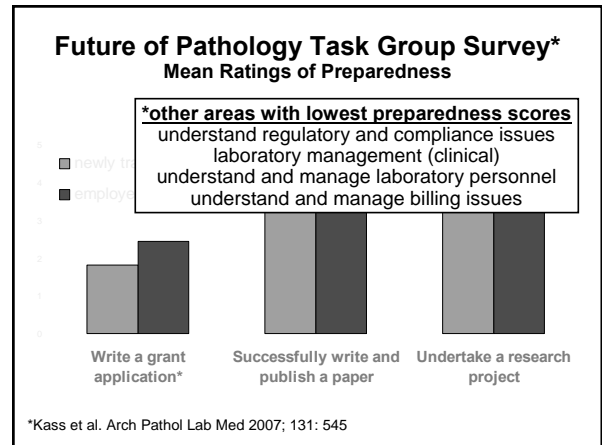
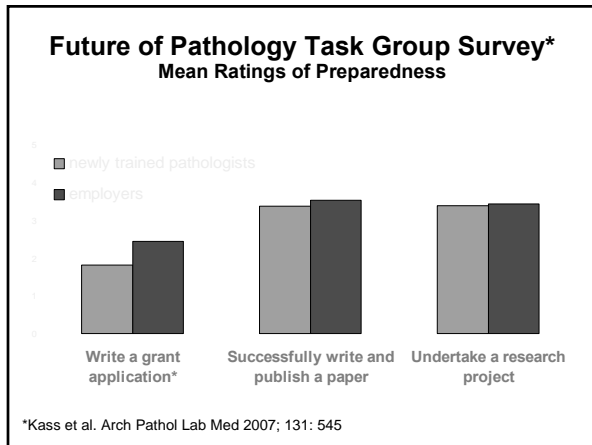
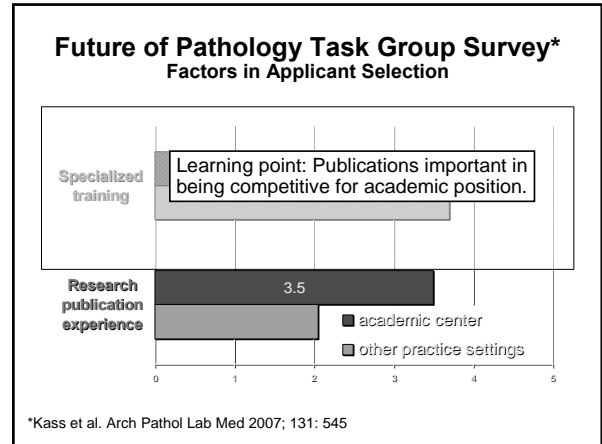
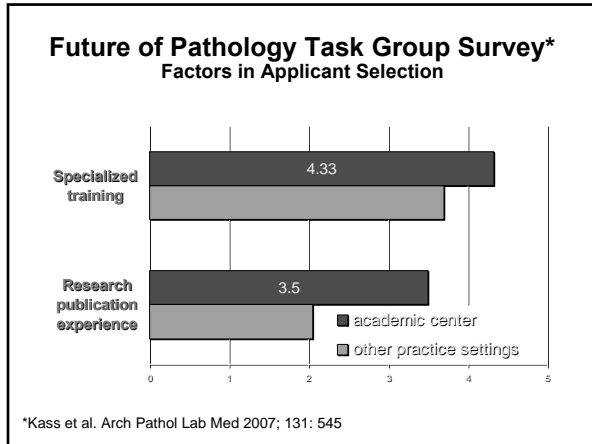
**ADASP SURVEY NOV04\***  
**Do you expect to see a track record of publications ?**  
**If so, how many?**

YES – 89%  
 NO – 11%

Average 3-5 (range 2-10)  
 (quality more important than quantity)

\*courtesy Dr. Christopher Fletcher, Director of Surgical Pathology Brigham and Women's Hospital, Professor of Pathology Harvard Medical School, and Past-President, ADASP

# USCAP EC SWOT EXERCISE



# USCAP EC SWOT EXERCISE

### Academic Pathology Perceptions of Newly Hired Pathologists

Why do you think you were offered the position?

<b>newly trained pathologist respondents (247)</b> completed residency ≥ JAN03 201/247 (81%) practice site academic ctr – 37% path group/private hospital – 38% fellowship – 22%	<b>academic background or training</b>	29%
	<b>fellowship</b>	26%
	<b>subspecialty</b>	20%
	<b>personality or attitudinal characteristics</b>	18%
	<b>recommendation</b>	13%
	<b>interpersonal skills</b>	13%

Kass et al. Adequacy of pathology resident training for employment. A survey report from the Future of Pathology Task Group. Arch Pathol Lab Med 2007; 131: 545

### Academic Pathology Perceptions of Newly Hired Pathologists

Why do you think you were offered the position?

<b>newly trained pathologist respondents (247)</b> completed residency ≥ JAN03 201/247 (81%) practice site academic ctr – 37% path group/private hospital – 38% fellowship – 22%	<b>academic background or training</b>	29%
	<b>fellowship</b>	26%
	<b>subspecialty</b>	20%
	<b>personality or attitudinal characteristics</b>	18%
	<b>recommendation</b>	13%
	<b>interpersonal skills</b>	13%

Learning point: Interpersonal skills matter more to employers than you imagine.

Kass et al. Adequacy of pathology resident training for employment. A survey report from the Future of Pathology Task Group. Arch Pathol Lab Med 2007; 131: 545

### How to succeed in academics? Learning Points

Pursue academics because you're *passionate* about it, and the opportunities will emerge.

*Fellowship* training a prerequisite for an academic position.

*Publications* important in being competitive for academic position.

Interpersonal skills matter more to employers than you imagine.

### Why academics? Learning Points

Pursue academics because you're passionate about it, and the opportunities will emerge.

You *might* make a little less money, BUT levels of support and "quality of life" issues often better in academics.

### What is academic pathology? Learning Points

Excluding commercial laboratories, "academic" practices tend to be larger

Collectively, faculty in "academic" practices tend to spend less time in surgical pathology and more time in teaching and research.