

Recommendations to Advance the Academic Mission in an Era of Increasing Demands

Fork Takers of the Northern LiTeS

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UNIVERSITY OF MINNESOTA

Driven to DiscoverSM

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Methods

- OACA Leaders Perspectives
 - Associate Vice President Trevor Ames, Veterinary Medicine
 - Dean Gary Anderson, Dentistry
 - Chief Academic Officer Brad Benson, Medical School
 - Dean Connie White Delaney, Nursing
 - Dean John Finnegan, School of Public Health
 - Regional Campus Dean, Paula Termuhlen, Duluth
 - Dean Jakub Tolar, Medical School
 - Dean Lynda Welage, Pharmacy
- Faculty Perspectives (AHC FCC Survey)
- Model: Innovation with limited resources – The German Mittelstand

De Massis A, Audretsch D, Uhlaner L, Kammerlander N. Innovation with Limited Resources: Management Lessons from the German Mittelstand. Journal of Product Innovation Management. 2018 Jan;35(1):125-46.



The Change

Changes are the result of three primary drivers:

Economic Changes

- Pay for performance billing
- Push for increases to clinical revenue
- Corporatization of clinical practice

Evolution of patient care and best practices

- Greater emphasis on health promotion
- Interprofessional care
- Patient/family/community engaged-oriented care

Funding policies have introduced new challenges

- Cap on faculty salaries
- Emphasis on interprofessional collaborative research teams



The Tension

**Faculty are tasked with
advancing the academic mission.**

- The 'triple threat' academic is unsustainable and should not set the standard for regular faculty or clinical faculty
- High expectations of faculty for revenue leads to burnout and disillusionment
- Promotion and tenure guidelines are not aligned with current expectations of faculty and vary by college



Innovation with Limited Resources: Lessons from the German Mittelstand



Focus: Pillars of Excellence

Mittelstand Model:

- Specific niche/focus allows domination of a defined market
- Superlative expertise
- Remarkable efficiencies
- Enables collaboration and innovation

Fork Takers Model: Identify & build on strengths in expertise and innovation

- Faculty: Focus and excel in a single aspect of the academic mission
- Leaders: Value equally all contributions to the tri-mission



Globalization Strategy

Mittelstand Model: Nimble to recognize and exploit global opportunities

Fork Takers Model: Recognize global opportunities

- Faculty: Create agile teams that can realize global opportunities
- Leaders: Protect faculty time and support globalization opportunities



Self-Financing

Mittelstand Model:

- Conservative approach that provides security
- Retains independence

Fork Takers Model: Create a sustainability plan to ensure faculty are supported to participate in research

Faculty:

- Diversify external funding support that aligns with long-term strategy

Leaders:

- Protected time
- Internal funding for team science



Long-Run Mindset

Mittelstand Model:

- Long-term strategies over short-term profit
- Longer tenure of CEO/Leadership
- Build legacy

Fork Takers Model:

Faculty:

- Integrate education and practice into research focus

Leaders:

- Focus on retention rather than recruitment
- Create strong, state-of-the-art infrastructure and research centers
- Support time for strategic initiatives “Be proactive rather than reactive”
- Support interdisciplinary teams with Endowed Innovation Chairs



Innovation Chairs

- Competitive or Strategic Chair Positions
- Three year rotation, with one optional renewal
- Elements:
 - 15-20% Salary Support
 - \$75,000-100,000 Project Support
- Endowed, Dedicated Funds (\$5 million/chair)
 - Funding: Repurpose existing Chairs, Create new chairs with legislative funds
- Deliverables:
 - Program Project Grant
 - Large, Multi-PI R01
 - Large Center Grants



Superior Employee/Faculty Relations

Mittelstand Model:

- Long-term orientation enables building long-term relationships with employees
- Enhanced training
- High involvement of employees in decision-making

Fork Takers Model: Support faculty's scholarly activity

Faculty:

- Participate in multi-level mentoring

Leaders:

- Create career development opportunities
- Create and support a faculty advocacy mechanism (e.g. ombudsman office)



Community Embeddedness

Mittelstand Model:

- Fosters innovativeness
- Trust-based relationships with community opens up resources
- Direct community partnerships

Fork Takers Model: Integrate community-based education and practice into research focus

Faculty:

- Engage with community in an authentic way to identify needs of the community

Leaders:

- Form community partnerships, including greater MN to conduct:
 - Patient oriented research
 - Medical education research
 - Health systems research
 - Quality improvement research
 - Community-based participatory research



Summary:

- ***We are all accountable to the academic mission.***
 - All faculty should engage with each aspect of the mission but rarely will faculty engage with each part of the mission equally.
- ***The academic model may be misaligned*** with the current health care and funding environment.
 - Impacts of societal changes are felt across all OACA colleges.
 - Not addressing these changes comes at the risk of high faculty turnover and burnout.
- ***Many of the OACA colleges are responding in innovative ways to these unique pressures.***
- ***Structural change and support is needed*** to ensure excellence in our academic mission.



Changes for Success

- **Focus:** Focus and excel in a single aspect of the academic mission; value equally all contributions to the missions
- **Globalization:** Create agile research teams that can realize global opportunities
- **Self-Financing:** Create a sustainability plan to ensure faculty are supported to participate in research
- **Long-Run Mindset:** Create state-of-the-art infrastructure and interprofessional research teams. Focus on retention rather than recruitment.
- **Superior Employee/Faculty Relations:** Create multi-level mentoring and career development opportunities. Support a faculty advocacy mechanism.
- **Community Embeddedness:** Integrate education, practice, and research that serves all Minnesotans



Advance the Academic Mission in an Era of Increasing Demands: Leverage change as an opportunity



Fork Takers

