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

**Fork Takers of the Northern LiTeS**

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Chris Wendt, Medical School
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Tim Beebe, Claudia Cohn, Stephanie Huang, Kristen Jacklin, Karen Monsen, Chuck Ryan, Chris Wendt, Sarah Westberg
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

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**

<table>
<thead>
<tr>
<th>Mittelstand Model:</th>
<th>Fork Takers Model: Identify &amp; build on strengths in expertise and innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Specific niche/focus allows domination of a defined market</td>
<td>• <strong>Faculty:</strong> Focus and excel in a single aspect of the academic mission</td>
</tr>
<tr>
<td>• Superlative expertise</td>
<td>• <strong>Leaders:</strong> Value equally all contributions to the tri-mission</td>
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<tr>
<td>• Remarkable efficiencies</td>
<td></td>
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<tr>
<td>• Enables collaboration and innovation</td>
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## Globalization Strategy

<table>
<thead>
<tr>
<th>Mittelstand Model: Nimble to recognize and exploit global opportunities</th>
<th>Fork Takers Model: Recognize global opportunities</th>
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</thead>
<tbody>
<tr>
<td><em>Faculty</em>: Create agile teams that can realize global opportunities</td>
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<tr>
<td><em>Leaders</em>: Protect faculty time and support globalization opportunities</td>
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## Self-Financing

<table>
<thead>
<tr>
<th>Mittelstand Model:</th>
<th>Fork Takers Model: Create a sustainability plan to ensure faculty are supported to participate in research</th>
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<tbody>
<tr>
<td>• Conservative approach that provides security</td>
<td>Faculty:</td>
</tr>
<tr>
<td>• Retains independence</td>
<td>• Diversify external funding support that aligns with long-term strategy</td>
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<tr>
<td></td>
<td>Leaders:</td>
</tr>
<tr>
<td></td>
<td>• Protected time</td>
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<td>• Internal funding for team science</td>
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## Long-Run Mindset

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<th>Fork Takers Model:</th>
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<tr>
<td>• Long-term strategies over short-term profit</td>
<td><strong>Faculty:</strong></td>
</tr>
<tr>
<td>• Longer tenure of CEO/Leadership</td>
<td>• Integrate education and practice into research focus</td>
</tr>
<tr>
<td>• Build legacy</td>
<td><strong>Leaders:</strong></td>
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<tr>
<td></td>
<td>• Focus on retention rather than recruitment</td>
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<td></td>
<td>• Create strong, state-of-the-art infrastructure and research centers</td>
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<td></td>
<td>• Support time for strategic initiatives “Be proactive rather than reactive”</td>
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<td></td>
<td>• Support interdisciplinary teams with Endowed Innovation Chairs</td>
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</tbody>
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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

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<th>Mittelstand Model:</th>
<th>Fork Takers Model: Support faculty’s scholarly activity</th>
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<td>• Long-term orientation enables building long-term relationships with employees</td>
<td>Faculty:</td>
</tr>
<tr>
<td>• Enhanced training</td>
<td>• Participate in multi-level mentoring</td>
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<tr>
<td>• High involvement of employees in decision-making</td>
<td>Leaders:</td>
</tr>
<tr>
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<td>• Create career development opportunities</td>
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<td>• Create and support a faculty advocacy mechanism (e.g. ombudsman office)</td>
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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

- Invest in faculty careers & development
- Invest in Innovative Chairs, Teams, Networks and Centers
- Support Diversity in Funding
- Reward individuals in the context of the team

Strategy for Sustainable Success