



LUNDS UNIVERSITET

Medicinska fakulteten

The Way Forward - Staff strategy for the Faculty of Medicine 2007-2012

Introduction

This staff strategy, which applies to the teaching staff of the Faculty of Medicine during 2007-2012, is part of the faculty's initiative to enhance its national and international competitiveness and at the same time create a financial balance. In October 2006, a financial action plan was presented with the aim of achieving a financial balance during the coming five-year period by creating stability in the ongoing budget and by significantly reducing the high level of negative agency capital. The current staff strategy highlights the value of staff positions as a strategic resource and thus becomes a strategy for altering the faculty's demographic imbalance, which will become increasingly obvious in view of the significant number of retirements due during these years.

The drafting of this staff strategy has involved the participation of many of the faculty's employees. It was the subject of MBL consultations (regarding co-determination at work) on 8 May 2007 and was adopted by the Faculty of Medicine's Board on 24 May 2007. The strategy lays the foundations for positive growth and will make it possible to realise the goals set forth in the Strategic Plan under the visiona faculty of medicine that is constantly breaking new ground to improve quality of life.

The final version of this staff strategy had not, at the time of writing, been discussed in the joint management body with Region Skåne; this is scheduled for 8 June 2007. Finally, I would like to extend my warmest thanks to all those who have contributed to the drafting of this staff strategy.

Lund, 24 May 2007

Bo Ahrén, Dean

BACKGROUND

Teaching staff at the faculty

The Faculty of Medicine's teaching staff (May 2007) consists of 143 professors, 101 senior lecturers and 93 junior lecturers. The age spread among these is not even, since many have passed the age of 60. This means that approximately one-third of the teaching staff will retire during the coming five-year period.

Younger researchers at the faculty

The Faculty of Medicine has a lot of younger researchers, many of whom are both extremely skilled and highly qualified, with their own research teams and substantial research grants from external bodies. There is also a large group of highly qualified clinical researchers employed by Region Skåne. Many of these researchers have benefited from the successful "younger ALF" initiative (Agreement on Clinical Research and Training).

Financial situation

The Faculty of Medicine is in a difficult financial situation. The financial problems are above all noticeable in terms of the faculty appropriation for research and postgraduate education, and the relatively large annual deficit reported over a number of years (approximately SEK 20 million), has accumulated, resulting in a substantial negative agency capital (SEK •127 million in the accounts as at 31 December 2005). In October 2006, the faculty management presented a five-year action plan to address these financial problems. This will aim to bring the annual budget back into balance and halve the negative agency capital over a five-year period.

APPROACH

The drafting of this staff strategy was made possible by the efforts of the teaching staff at the Faculty of Medicine. The process began in 2006 and involved a number of teams addressing a variety of strategic issues. The results have been documented in reports and have been published on the faculty's website.

- The Faculty of Medicine's research focus: Factors and measures designed to enhance the faculty's competitiveness (Co-ordinators Mattias Belting and Holger Luthman).
- Proposals for instruments for evaluating the faculty's activities (Co-ordinator Anders Björklund).
- Recruiting staff to teaching positions and the development of career paths for younger researchers at the Faculty of Medicine (Co-ordinator Sten Eirik Jacobsen).
- Strategies for clinical research (Co-ordinator Karin Prellner).

During 2006, a financial action plan for 2006-2011 was drafted ("The Way Forward") and this was presented in October 2006. Other activities in 2006 included an extensive drafting process prior to the

finalising of the faculty's strategic plan for 2007-2011, a plan that was subsequently adopted by the Faculty Board in December 2006.

During the spring of 2007, strategic initiatives have focused on the future composition of the teaching and research staff and on a review of the faculty's administration. Seminars have taken place on three occasions. An open meeting has also been held and strategic issues have been published on the website in a manner that has enabled further dialogue and discussion on the Internet. Moreover, there have been discussions with heads of department, the management of Region Skåne and the university hospitals, within the Faculty Board and with Faculty Management. The strategy outlined in this document is the result of this drafting process.

STRATEGIC PLAN

An important background for the staff strategy is the faculty's Strategic Plan for 2007-2011, which was adopted in December 2006 by the Faculty of Medicine's Board and the university's Strategic Plan for the same period. These plans, together with the financial action plan and this staff strategy, will provide the basis for decisions taken in the years to come, including those concerning this staff strategy.

The Faculty of Medicine's strategic plan includes the vision *...a faculty of medicine that is constantly breaking new ground to improve quality of life*. It also specifies four goals for the faculty:

- To offer research-related and competitive education of a high standard in the field of health care. Our academic programmes should be the preferred choice of future students and our students should be in high demand in the labour market.
- To pursue medical research of a high standard. Our research should produce innovative findings that lead to an improved quality of life in the short and long term.
- To be a proactive, much sought-after partner in co-operation with external parties.
- To provide a creative, compassionate and stimulating workplace and learning environment.

CURRENT SITUATION

The educational assignment of the faculty covers numerous academic programmes. These are complemented by several specialist programmes for nurses, individual courses and new Masters Degree programmes. The faculty's educational assignment for 2007 covers a total of 2,574 admission places for students (FTEs). There is a grant (the undergraduate grant) of approximately SEK 250 million for this assignment, as well as an additional budget of approximately SEK 70 million for undergraduate education under the ALF system.

Since research-related education is one of the faculty's goals, we must aim to conduct research in every subject covered by our academic programmes. Some areas of research have been co-ordinated to form programme areas, while for more comprehensive research activities, the faculty has received support from external bodies, e.g. the NIH, the EU, the Strategic Foundation, the Swedish Research Council (Linnaeus

Grant) and Swedish Governmental Agency for Innovation Systems, VINNOVA. In virtually all areas of research, there are also postgraduate studies; the faculty has 950 registered research students. Research and postgraduate studies are financed by the faculty appropriation for research and postgraduate education, which is approximately SEK 230 million, as well as by substantial grants from external bodies amounting to approximately SEK 700 million per year, and by a research budget related to the ALF system of approximately SEK 230 million.

If all the ambitious targets are to be met by the faculty of the future, it is imperative that the strategy capitalises on existing strengths and advocates a careful balance of measures designed to ensure the further development and streamlining of operations. The most important success factors for the faculty include:

- A high standard of education.
- Broad-based research conducted in various fields of medical science – in basic research, clinical research and in the health sciences.
- A high standard of research. Many research groups are leading their field internationally and the faculty's researchers have a very successful track record of securing research funding from external bodies in the face of strong competition. A particular strength is the faculty's vast number of very strong research groups.
- The allocation of research funds has for many years been extremely competitive in the faculty, both in the case of the faculty appropriation for research and postgraduate education and in ALF funding.
- Co-operation within the faculty has been ongoing for many years and has been strengthened by programme areas and those forms of co-operation that have developed as a result of applications to the Strategic Foundation, regarding the Linneaus Grant, etc.
- The faculty is a part of Lund University, which is a considerable advantage when it comes to establishing forms of co-operation; primarily with the Faculty of Engineering (LTH) and the Faculty of Natural Science, but also with other parts of the university.
- The faculty co-operates closely with Region Skåne and both university hospitals and pursues a common strategy in order to strengthen clinical research.
- The faculty has an excellent infrastructure, encompassing the Biomedical Centre (BMC), the Clinical Research Centre (CRC) and the Health Sciences Building (Vårdvetenskapens hus), with the university hospitals and innovation companies located just a short distance away.

AREAS OF FOCUS

There are several strong areas of research at the faculty which could be described as areas of focus. These are areas characterised by a strong research environment and substantial grants, as well as a large number of researchers. A review of the research funds received from external sources reveals that there are five main areas of research, and together, these receive approximately 60 per cent of the grants. A breakdown of the 406 people who are employed as professors, lecturers, researchers, assistant researchers and laboratory researchers confirms these five main areas, which together account for 41 per cent of the faculty's teaching/research staff.

The conclusion is that the faculty has a number of very strong areas, which one might refer to as the current areas of focus (neuroscience research, research into inflammation, immunology and musculoskeletal disorders, cancer research, diabetes research and stem cell research), as well as a significant number of highly successful smaller areas.

For the future, the faculty needs areas of focus for a number of reasons, partly to strengthen translational and transnational research, partly to reinforce the image of the faculty, but also to create a platform for strong research environments that are capable of attracting research funding.

Experience shows that areas of focus stem from dynamic research of the highest standard carried out by successful researchers. The strategy is therefore to focus on successful researchers. However, the areas of focus also need resources to be able to be developed as such, e.g. means of stimulating networking or support in the form of collaborative initiatives.

Another crucial factor is that there is an infrastructural platform for development, e.g. in the form of technological platforms or platforms for knowledge building. Consequently, resources are needed to facilitate co-operation in existing and new areas of focus and for establishing the necessary infrastructure.

➤ ***Strategy areas of focus***

- The faculty should have a number of areas of focus which aim to reinforce translational research and attract research funds from external bodies.
- Areas of focus should stem from dynamic research of the highest standard carried out by successful researchers. The strategy should thus be to focus on successful researchers who will help ensure that future areas of focus can be formed.
- The faculty should support co-operation in both new and existing areas of research.
- The faculty should strive to develop and maintain the necessary infrastructure.

CLINICAL RESEARCH

One of the fundamental tasks of the Faculty of Medicine is to strengthen and develop its clinical research activities. This is also one of the greatest challenges it faces for the future. Firstly, successful clinical research is necessary to establish and maintain successful translational research and secondly, the view is that successful clinical research during the coming years will be an increasingly important factor when determining the allocation of research grants. For this reason, it is important that the faculty establishes structures to strengthen its position in clinical research. This must be achieved by strengthening both point-of-care and experimental clinical research. In this respect, an important success factor is the development of channels of co-operation between traditional clinical research and experimental/pre-clinical research. Similarly, clinical subjects require strong clinical research, hence the need for clinical researchers, who should either be employed by the faculty or invited to take up a position at the faculty in a visiting capacity, primarily via the health service. The faculty's collaboration with two university hospitals is also a valuable advantage and important success factor, as it increases the scope for clinical research and extensive clinical material.

The problem is partly that it is difficult to achieve genuine integration between the fields of point-of-care research and experimental research, partly that there is a risk of creating a schism between Lund and Malmö. It is therefore particularly important that the strategy during the coming years brings about a greater degree of collaboration between point-of-care research and clinical research and between Lund and Malmö. If collaboration can be developed from both these perspectives, it could result in a considerably powerful entity for clinical research with the prerequisites to attain a high international standard. A process of transition with greater collaboration between Lund and Malmö in the field of clinical research could in some fields be a painful process. Collaboration entails both co-operation and accountability beyond the traditional borders of Lund/Malmö as well as a more pronounced branding of hospitals; the faculty's staff strategy should therefore be formulated in close co-operation with the management of Region Skåne. Another challenge for the future will be the support and development of research in the health sciences at the faculty and strengthening its integration with other types of research at the faculty. The strategy thus entails a gradual increase in the research content of teaching positions in the health sciences, which will also entail a higher proportion of teaching positions for lecturers and professors.

➤ *Strategy clinical research*

- Positions at the faculty should strengthen the collaboration between point-of-care research and experimental clinical research, increase the degree of collaboration between Lund and Malmö and develop and strengthen research in the health sciences.
- When assessing the staffing requirements for a particular area of research, the need for collaboration between experimental and point-of-care research and the overall requirement in Lund and Malmö in a specific area of research should be analysed and evaluated in relation to the resources and priorities in the health sciences.
- Future appointments shall first and foremost be made to the faculty, not to Lund or Malmö, where duties will be based in both Lund and Malmö. The final nature of the appointment will be decided in consultation with Region Skåne.
- The organisation of the faculty should reflect close co-operation and co-ordination between both experimental and point-of-care research and between Lund and Malmö.
- In the health sciences, there should be a gradual increase in the research content of each new position. When making new appointments, e.g. to fill vacancies following retirements, lectureships with some research content should initially replace junior lecturer positions.

TEACHING

The teaching perspectives of relevance to the faculty's staff strategy are that all teaching should be research-related and that there should be close collaboration between the different academic programmes and between Lund and Malmö. It is therefore crucial that the teaching requirements in various fields are regularly analysed to ensure that the appropriate staffing levels can be achieved in a satisfactory manner. It is also important that an appointment to a position within the faculty brings with it the responsibility to teach in all academic programmes.

➤ *Strategy teaching*

- Appointments should ensure that all teaching is research-related.
- Appointments in different fields should be governed by an analysis of the current teaching requirements based on the faculty's various academic programmes.
- The introduction of positions should be governed by a greater degree of co-ordination between the different academic programmes and between Lund and Malmö. Those appointed to such positions will, to a greater extent than previously, teach in several different programmes in both Lund and Malmö.

INTERNATIONALISATION

The faculty strives to achieve a greater degree of internationalisation in both teaching and research. The staff strategy reflects our ambitions in this area, creating environments which attract international applicants and students and ensuring that our researchers and teaching staff can enjoy a greater degree of international exchange. Further, most positions should be advertised internationally and appointments should be made in international competition. International collaboration should be an important assessment criterion when making appointments. The faculty should also create post-doctorate positions to attract younger researchers from other countries.

➤ *Strategy internationalisation*

- The focus, advertisement and appointment of positions should to a greater extent take international factors into consideration.
- The focus of appointments should to a greater extent contribute to the development of internationally attractive environments
- Vacant positions should to a greater extent also be advertised in the international press
- International forms of collaboration should be an important assessment criterion when making appointments. The faculty should create post-doctorate positions to attract younger researchers from other countries.

EQUAL OPPORTUNITIES

The faculty has an equal opportunities plan for 2007-2011 and the staff strategy must comply with this. This means that at least 30 per cent of the lecturers and professors appointed during this five-year period must be women. Moreover, pay structures have been distorted, as have the opportunities for receiving research grants, thus putting women at a disadvantage. The faculty will strive to eradicate this imbalance.

➤ Strategy equal opportunities

- During the period 2007-2012 at least 30 per cent of newly appointed lecturers and professors shall be women. Gender-related differences in pay and the allocation of grants shall be eradicated.

FUNDING OF STAFF POSITIONS

Professorships and lecturers are primarily funded by the faculty appropriation for research and postgraduate education and the undergraduate grant, in proportions that vary from position to position. Other forms of funding include compensatory remuneration, where specific work is carried out for the faculty (e.g. heads of department, committee chair) and funding sourced from external bodies. In recent years, the degree of funding coming from the faculty appropriation for research and postgraduate education for professors/lecturers employed on a permanent basis has fallen. A low degree of funding makes it possible to employ more teaching staff, but also contributes to insecurity in the workplace at the same time as a disproportionately large amount of hours worked must be devoted to applications for external funding. There is also a risk that academic freedom is jeopardised and that researchers focus excessively on short-term research projects.

Further there is the problem that some cost centres suffer negative agency capital if the degree of funding is lower than the cost of the position. However, the Faculty of Medicine still has a relatively high degree of funding compared with other universities and in the budget for 2007 an activity-related differentiation of the degree of funding was introduced for the first time (the institutions were allocated a higher level of funding if the person appointed had a research grant from the Swedish Research Council, the Swedish Cancer Society or one of a number of grant bodies).

For the future, a continued high degree of funding will be sought from the faculty appropriation for research and postgraduate education for research-intensive positions. The aim will also be to achieve greater differentiation between different positions and greater flexibility over time. Other aims include greater scope for taking a more individualised approach to the funding of staff positions with the aid of different sources (research, teaching, other duties).

➤ Strategy for financing

- For research-intensive positions, the degree of funding from the faculty appropriation for research and postgraduate education should be high (a benchmark based on the current financial situation is 60-70 per cent of the overall cost for the positions, including the overhead charge).
- For teaching-intensive positions that include a high level of research activity, the degree of funding from the faculty appropriation for research and postgraduate education should be enough to ensure that the research carried out is competitive (a benchmark based on the current financial situation is 40 per cent of the overall cost for the positions, including the overhead charge).
- An individual degree of funding should be applied to increase the differentiation based on the job holder's duties and to create flexibility over time.

STAFF STRUCTURES

Younger researchers

Under the Higher Education Ordinance, the positions available to younger researchers include research assistant and assistant lecturer and these positions may be applied for during the five years following completion of a doctorate. There are also lectureships, which tend to become available 10-15 years after the public defence of a doctoral thesis. The ordinance contains no reference to a teaching position between these two levels. As a result, successful younger researchers are often known only as researcher. Even if this may be a permanent position, it is not optimal, as the holder cannot be promoted and has no formal teaching status, which means that they are unable to vote or participate in the faculty's democratic body. It is hoped that the ongoing government study on academic appointments will be able to change this, but for the time being, the current staff strategy is that such positions will not be advertised using central faculty funds. Many still have the title of researcher and there are also many clinical researchers of the same age, who, aided by younger ALF funding, have become very highly qualified. It is felt that there is a pressing need to ensure that the most highly qualified among these researchers be recommended for future employment as lecturers/professors. On the other hand, the need to supply the faculty with research assistants is presently less acute, since such positions are largely offered by external grant providers, such as the Swedish Research Council. However, this situation is likely to change over the coming years. Moreover, the faculty will address its skills provision requirements by taking over the funding of researchers who have beat off national competition to earn research positions at the Swedish Research Council and positions known as senior research positions at the Swedish Cancer Society.

This strategy will continue. However, each instance of continued funding will be assessed individually. The faculty is positively disposed towards the plans for a university-wide approach to post-doctorate and research positions.

➤ *Strategy positions for younger researchers*

- Over the next few years, the faculty will focus mainly on providing lectureships aimed at younger researchers who can apply for the positions in broad-based and open competition.
- During the coming years, the strategy should take into consideration the proposals of the study and the attitude of external grant providers towards research assistant positions.
- The faculty will take part in university-wide initiatives at post-doctoral and research assistant level.
- The faculty will henceforth endeavour to seek funds for the continued funding of research positions at the Swedish Research Council and senior research positions at the Swedish Cancer Society, after individual assessment.
- The faculty, together with Region Skåne, also intends to continue its successful initiative in positions for clinical research funded by the younger ALF initiative, and to investigate which title would be most appropriate for these positions.

Split positions

For clinical positions, split positions exist. This means that an academic position is combined with a doctor's position within Region Skåne. These positions are extremely valuable for clinical research and teaching and also for enhancing the faculty's scope for completing its assignment. Positions of this kind make it possible to achieve the integration between research/teaching and healthcare that is such an important platform for academic medicine. According to the present structure, 67 per cent of working hours are devoted to academic activities, while 33 per cent are devoted to clinical activities. This needs to be made more flexible, partly to allow for differentiation between different individuals, partly to be more flexible over time, to make better use of the skills and focus of different individuals and to be more adaptable to changes over time. Further, the faculty's pay structure needs to be revised, since the overall salary level for split positions (professor's salary + seniority increment) has not been taken into consideration when setting the salary, thereby putting those holding a purely academic position at a university at a disadvantage. At the same time, the salary for split positions for those actively engaged in clinical research must be more attractive than the salary for those in clinical positions with no academic element. The need for split positions in the health sciences is just as great. There are, however, a number of ambiguities relating to personal administration and the dual employer responsibility for split positions, e.g. with regard to pension matters. These matters need to be put under the spotlight and elucidated.

➤ *Strategy split positions*

- The faculty, working together with Region Skåne, shall aim to develop a structure for split positions that allows for regular checks which provide an opportunity to change the relative split between academic/clinical duties, and to amend the financing accordingly.
- The faculty, working together with Region Skåne, shall also aim to introduce split positions for people whose background includes a medium-long training in healthcare.
- The faculty, in future salary revisions, shall aim to ensure that any differences in the overall salary level between those in split positions and those with a purely academic position are reduced, and also recognise that those in split positions shall receive a salary increment not available to those in clinical positions with no academic element.
- Consequences of the dual employer responsibility for split positions shall be investigated.

DEFICIT

The Faculty of Medicine's negative agency capital at the turn of the year 2006/2007 totalled SEK 117 million. Of this, some SEK 71.0 million can be attributed to the negative agency capital reported by the cost centres of research teams and SEK 28.0 million to negative agency capital for research. According to a decision in 2005 approximately SEK 50 million of this was "frozen" by the faculty as the view was that it would not be possible to reduce the negative agency capital in the cost centres concerned. However, the negative agency capital was not frozen for those cost centres where the person with signatory power was still employed. Of these people with signatory power, 14 will retire during the coming five-year period; at the turn of the year, these accounted for an overall negative agency capital of SEK 15.0 million. An amortisation plan for the period up to their retirement has been drafted, but there will nevertheless be cost centres that are not settled. An estimated SEK 10 million will remain outstanding and will therefore need to be amortised by future generations.

➤ *Strategy deficit*

- The faculty shall intensify its work with amortisation plans for the negative agency capital in individual cost centres up to retirement. In the event of outstanding negative agency capital, this will be reported as a separate detail; the allocation of repayments will be determined between the institution and the faculty centrally.
- For certain cost centres, the reduction of negative agency capital will be made possible by opting to defer the balance of posts after retirement and transferring salaries to the cost centre until the debt is settled.

VACANT STAFF POSITIONS FOLLOWING RETIREMENTS

During the coming five-year period, a total of 71 professors/senior lecturers and 16 junior lecturers will retire and be eligible for a pension. Of these 71 people, 11 are funded by external bodies, primarily Region Skåne, which leaves 60 professors/lecturers financed by faculty. A separate review will be carried out regarding the situation for junior lecturers. However, the room for manoeuvre does not only concern these 60 positions. There is also a gap left by 10 positions which have become vacant in recent years, but where available funds have not been used to make a new appointment. At the same time, 6 vacant positions have already been earmarked as part of plans to take over responsibility for funding employees with research positions or similar positions at the research council and cancer societies in accordance with earlier agreements. If these initiatives are discounted from the resources available, the gap left by vacant positions corresponds to 64 positions. However, not all of these resources can be used for introducing new positions – some must be used for saving. The level of savings demanded by the financial action plan corresponds to 22 positions. This means that resources corresponding to 42 positions remain. The strategy means that some of the vacancies resulting from retirements will be filled. Further, the staff strategy states that every year, positions will be made available to younger researchers; the plan provides for new appointments corresponding to three lectureships in open competition. Further, the faculty intends to continue its trend of taking over responsibility for funding research positions from the Swedish Research Council and more senior research positions from the Swedish Cancer Society. Moreover, these initiatives will require resources to establish skills platforms, e.g. for transgenic technology, clinical research and a platform for sophisticated analysis. The structure and financing of such platforms will be investigated more closely before these initiatives are announced.

➤ Strategy staff positions

- Areas (subjects) that involve a heavy teaching requirement or are a priority area for clinical research shall have a lecturer/professor as a representative in Lund or Malmö.
 - Areas that are important to the research environment and in which the current rate of retirements cannot continue need the introduction of a position.
 - Lectureships aimed at younger researchers are announced regularly; in the first instance, these are announced in broad-based competition. In subsequent years, the research and skills requirements for translational research will be analysed and a stance taken as to whether any of the lectureship's areas of expertise should be specified.
 - A takeover of the funding of research positions from the Swedish Research Council and senior research positions from the Swedish Cancer Society.
 - Positions for platforms (transgenic technology, clinical research, analysis platforms).
 - Areas that require significant investment to be filled with more than just the one position.
-