



# The future of the Faculty of Medicine

STRATEGIC PLAN 2007–2011



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# Foreword

The Faculty of Medicine, by pursuing a comprehensive programme of strategic initiatives in line with its previous strategic plan, has become one of the leading faculties of medicine in Europe. This is clear from the evaluations of our academic programmes and our research activities, as well as from our successes in securing funding for research in the face of fierce competition. Extensive organisational changes have also helped create a platform that will provide opportunities for following up the progress of the faculty's activities. Notwithstanding these advances, the financial situation is a difficult one, as analysed in the action plan, *The Way Forward*.

This document is the Faculty of Medicine's strategic plan for 2007–2011. The plan will be the faculty's principal steering document during this period. It is aimed primarily at our employees (staff and students). All employees with a decision-making or managerial function can find support for policymaking and decisions in this plan.

The strategic plan is the result of an extensive process that has involved considerable participation from the faculty's employees in 2006. Working groups have analysed various issues, workshops have engaged a vast number of employees and discussions have been held over the web site as well as in many other fora. The plan has also been discussed at seminars with heads of department, the Faculty Management and the Faculty Board.

After an extensive round of referrals during the autumn, the plan was finally ratified by the Faculty of Medicine's Board in December 2006.

The strategic plan begins with the Faculty of Medicine's vision and mission statement for 2007–2011. This is followed by a brief summary of our common values, four strategic goals and the success factors which form the basis for reaching the strategic goals, and, finally, the external factors which in various ways will have an impact on our progress during this period. Later in the document, there is a more detailed description of the four strategic goals, the path we intend to take to reach those goals and the follow-up phase. During this period, the strategic plan must remain a living document and its vision and goals should be reflected in the faculty's activities. For each area of activity, the strategic plan should be evident in the annual activity plans at all levels in the faculty. The faculty's academic programmes, research activities, co-operation with external parties and working environment should be continuously evaluated in line with this strategic plan.

This strategic plan should underpin all our work and the decisions taken to guide us during the years to come. I would like to take this opportunity to thank everyone who was actively involved in the drafting of this plan.

Lund, December 2006

**BO AHRÉN | DEAN**

# Vision

... a faculty of medicine that is continuously breaking new ground to improve quality of life

## Mission statement

The Faculty of Medicine at Lund University aims, in close co-operation with parties in the health care sector, to contribute to enhancing knowledge that improves quality of life by providing high standards of education, research and knowledge transfer of material relevance to people's health. In our co-operation with external parties, we are a reliable and credible partner. We emphasise compassionate values in our working and learning environment as the key to continuous development and successful operations.

## Values

Our ways of working and ethical standards are characterised by:

A scientific approach – Integrity  
Enthusiasm – Compassion  
Curiosity – Independence  
Innovative thinking – Openness  
Reflection – A sense of responsibility  
Participation – Equal treatment  
Humour – Respect

## Goals

- 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, highly valued partner in co-operation with external parties.
- To provide a creative, compassionate and stimulating workplace and learning environment.

## Success factors

The strategic goals will be achieved by

- ways of working that cross conventional boundaries
- a strong and clear identity
- common values
- a generous and tolerant internal culture
- entrepreneurial spirit combined with a pursuit of common goals
- professional employeeship
- competent and clear leadership with integrity
- open and clear communication
- strong and transparent finances with efficient use of resources
- optimum infrastructure
- high degree of internationalisation
- continuous quality development
- good reputation and independence
- monitoring of current affairs and the ability to respond swiftly
- dialogue with and adaptation to the needs and demands of the labour market and society in general
- close co-operation with municipal, local and regional health care authorities
- integration between basic research, clinical research and health and caring sciences

## External factors

In our particular sphere of activity, we can expect to discern the following trends during 2007–2011 to which we will need to respond:

- A faster pace of change in the world around us will demand further improvements in the monitoring of current affairs, the ability to respond swiftly and the ability to adapt to the needs of the labour market, consumers and society and the intentions of our principals.
- Changes in the structure of the population will bring about changes in the demands for research and education, as well as changes in the demands for co-operation with society in general.
- An increasing call for co-operation between different sections within the faculty, with other faculties and seats of learning, with trade and industry and with other areas of society. There is a growing need for co-operation in relation to municipal, local and regional health care authorities.
- Globalisation and the calls for co-operation at international level are increasing.
- Innovations lead to changes in the conditions that apply to both research and education and co-operation with external parties.
- Increasing demands for the evaluation of research, education, support functions and infrastructure.
- The Bologna Process will lead to changes in the demands and conditions that apply to the faculty's academic programmes.
- The competition for students is increasing.
- There are increasing calls to implement research findings in health care.
- The research funding system will continue to be characterised by unpredictability and uncertainty, with regards to both the prioritising of areas of research and the amounts granted. Government funds will continue to account for a low proportion of overall research funding and the emphasis will be on strong research environments and new structures in Sweden and abroad. This will result in keener competition at both national and international level and mean that the extent of activities must continuously be adapted to the amount of available resources.
- The competition for leading-edge competence and research grants is increasing. A well developed infrastructure and high-tech methodological platforms will offer an increasingly important competitive edge.
- There are growing calls for a prioritisation of activities.

# Education strategies

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.

Students at the Faculty of Medicine should be stimulated to develop their ability to co-operate and engage in life-long learning in a changing world.

The standard of academic programmes should be secured by ensuring that most of the teaching staff have doctorate degrees, specialist knowledge of the subject matter, a high level of competence in the discipline they are teaching, university level pedagogic skills and practical experience. The faculty's teaching staff should continuously develop their pedagogic skills. Qualified supervision and tutoring and similar examples of teacher input should be rewarded and recognised as a significant merit when taking into account career structure and wage-setting.

The perspectives and experiences of students in matters relating to the academic programmes, examinations and evaluation are an important prerequisite for raising academic standards further. It is vital that students are encouraged to participate actively in the work of consultative and decision-making bodies.

By their very nature, the faculty's academic programmes cross both faculty and disciplinary boundaries within the university. The internationalisation of academic programmes should be based on clear objectives and the mutual recognition of academic programmes and should be secured in clearly defined agreements with seats of learning that maintain high standards or are in special need of an exchange with the faculty. A systematic

programme of student exchange should be secured and joint programmes should be developed.

The faculty's academic programmes should be characterised by their scientific approach and be structured in accordance with set financial frameworks and the needs of society to ensure that our students are much sought-after and employable in the labour market. The academic programmes should provide students with a high level of competence and with the knowledge, proficiencies and attitudes required to make them secure in their professional roles.

## Undergraduate and postgraduate programmes

Undergraduate and postgraduate programmes should stimulate in-depth learning, promote continuity and progression between different stages of education and strengthen the links to the world of research and clinical practice. The forms of examination should be effective, support in-depth learning and be clearly related to specific goals. The programmes should aim to achieve a higher level of integration between academic and professional knowledge and proficiencies. Clinical centres of competence for basic clinical training and standardised documentation of skills should be developed further. A high standard of clinical training achieved by on-site, practical experience is an important tool for bridging the gap between theory and practice. A prerequisite for this

is co-operation between Region Skåne and the municipalities.

The academic programmes should include interdisciplinary elements and draw on the strengths which the breadth of the academic offerings of the faculty and the university represent. This will enable students to obtain a greater knowledge and understanding of the specific academic and professional competencies of various professions.

The academic programmes are continuously evaluated and improved. The faculty will intensify its co-operation with Region Skåne, the municipalities of Skåne and with other seats of learning. An external Education Advisory Board will be set up with the task of continuously evaluating the faculty's quality initiatives regarding its academic programmes and of ensuring the clarity, transparency and efficiency of the faculty's organisation for these programmes.

### Postgraduate research programmes

The Faculty of Medicine's postgraduate research programmes should maintain high standards and contribute to the development of medical research and health care. Our postgraduate students should be educated to become professional researchers, research supervisors, teaching staff and leaders with the competence to initiate and drive research and development efforts forward.

The range of courses offered by the faculty should guarantee that postgraduate research students reach the basic level of competence required and be adapted to take

into account research developments. The general part of the programmes will be strengthened and leadership elements will be introduced to ensure that our postgraduate students are much sought-after and employable in the labour market. The faculty should create effective structures for co-operating with other faculties and seats of learning, at both national and international level.

To raise the standard of and interest in postgraduate research studies, the academic programmes and organisation of these programmes at research level need to be evaluated and optimised accordingly. The basic prerequisite is that all postgraduate students should have settled the funding and length of their research. The progress of postgraduate studies is made clearer and enhanced by ensuring that each supervisor and postgraduate student assumes greater responsibility for the duration of the programme.

The faculty aims to increase the interest in medical studies at research level by offering a high standard of research schools, a high standard of postgraduate research studies and by ensuring that holders of doctorate degrees are rated more highly in health care.

### Further education and continuing professional development

The Faculty of Medicine's competence should be used to achieve life-long learning. Together with the health care sector, the faculty should play an active part in the further education and continuing professional development of groups of professionals operating in the field of medicine.

# The path to our goals

- The faculty should clarify the managerial responsibility for the academic programmes and ensure that the manager concerned has the necessary resources to assume responsibility for the activities, finances, staff and working environment.
- The faculty's academic programmes should be clearly profiled for relevant target groups to attract students.
- The faculty will in 2007 develop guidelines and an action plan to pursue a series of pedagogic development activities consisting of pedagogic initiatives and strategies to meet the pedagogic standards set for teaching staff.
- The faculty will offer a relevant range of courses, seminars and exchange programmes for competence development aimed at teaching staff, tutors and supervisors.
- The faculty will develop clearly defined criteria for rewarding teacher input, pedagogic skills and development by 2008 at the latest.
- The faculty will, together with the student organisations, develop models for encouraging greater student participation in decision-making processes.
- The faculty will in 2007 establish guidelines and an action plan for internationalisation activities in the field of education (at undergraduate, postgraduate and research level).
- The faculty will further develop its co-operation and forms of co-operation by engaging in a continuous dialogue with consumers and the labour market.
- The faculty will adapt its academic programmes in accordance with the requirements and needs of consumers, the labour market and society as a whole.
- The faculty will in 2007 draft a strategy and action plan for greater integration between the academic programmes.
- The faculty will set up an external Education Advisory Board in 2007.
- The general element of the postgraduate research programme at the faculty will be reviewed and improved. A leadership element will be introduced into the postgraduate research programme.
- The faculty will continue to invest in research schools.
- The faculty's newly developed centralised system for advertising for and accepting postgraduate students will be fully implemented and developed.
- The faculty will co-operate with the health care sector to develop tools for increasing the merit value for holders of doctorate degrees.

## Follow-up

- Student satisfaction surveys
- Postgraduate satisfaction surveys
- Alumni surveys
- Demand for academic programmes

# Research strategies

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.

A high standard means that the research is competitive by international standards and that the faculty should have a number of strong research areas that lead the international field. The research should be widely quoted in international journals that are edited by peer review and the research teams should be successful in competing for research grants.

The research should draw benefits from the geographical proximity and excellent infrastructure which make it possible to engage in forms of co-operation that transcend the boundaries of basic research, clinical research and research within health and caring sciences, as well as those between the university's different fields, between the two university hospitals, and co-operation with seats of learning, research institutes, trade and industry and the fields of biotechnology and health care technology in the Öresund region. These unique conditions and competitive advantages should be highlighted and become the faculty's distinguishing mark.

Research at the faculty should be a prioritised choice for leading researchers of national and international renown who have the prerequisites to secure qualified grants and take part in national and international networks. The faculty should work towards securing its long-term staffing requirements in research with a clear career structure that is adapted to suit the faculty's position, needs and priorities.

The faculty's research should be based on the needs of the population and comprise basic research, clinical research and research within health and caring sciences

from a translational perspective. The research should be organised in highly competent research teams with a clearly defined responsibility for the activities, finances, staff and working environment. Large research teams that cover broad areas of research should exist side by side with constellations of research teams and smaller teams whose focus is on narrower fields of research.

Integration between research teams should be achieved by interdisciplinary co-operation, a broad-based methodological and subject-oriented competence, the development of new research areas and a clearer and stronger practical application. Clinical subject areas should be developed in co-operation with various parties in the health care sector, at regional level as well as local and municipal level. The faculty co-operates with Region Skåne and the southern health region to optimise and develop university hospitals and other hospitals in southern Sweden, including primary care, as successful research environments and to improve the conditions for combined service in both the academic world and the health care sector and to raise the value of academic merits in health care.

The research is evaluated regularly, both internally and externally to ensure that it is continuously developed and reaches the highest standards.

The task of prioritising is considered in greater detail and the faculty management maintains a close dialogue with the faculty's Scientific Advisory Board (SAB). This prioritisation is of particular importance since the size of the faculty will be adjusted in line with economic conditions.

The faculty will aim to increase the influx of external grants and to develop resources for generating new funds, whilst at the same time supporting researchers and research team constellations when larger applications are submitted.

The internationalisation of research is achieved by international co-operation and by increasing the emphasis on foreign post-doctorate positions. The faculty will develop a central post-doctoral programme to attract the world's best post-doctoral researchers.

## The path to our goals

- The faculty should clarify the managerial responsibility for research and ensure that the manager concerned has the necessary resources to assume responsibility for the activities, finances, staff and working environment.
- The research environment should be a prioritised choice for leading researchers of national and international renown who have the ability to secure qualified grants and take part in national and international networks.
- The faculty should aim to develop further its services for improving the visibility and dissemination of its scientific production.
- The faculty will, together with Region Skåne, develop a common strategy and action plan to optimise and develop university hospitals and other hospitals in the southern health region, including primary care, as successful research environments.
- The faculty will improve the conditions for combined service in both the academic world and the health care sector and raise the value of academic merits in health care.
- The faculty will strengthen the links to people outside the faculty who are employed in the health care sector and who carry out research.
- The faculty will in 2007 develop an instrument for evaluating research and use panels of experts for external assessments and evaluations.
- The faculty will, aided by the SAB and strategic work groups, develop further strategies for prioritising areas of research and staffing.
- The principles for allocating resources within the faculty should be determined by clear and transparent allocation criteria where strategic goals, the content and quality of the research and the competence of the research teams dictate the allocation of funds.
- The faculty will engage in lobbying and co-operate with other stakeholders to call for a sustained increase in government research funding.
- The faculty will, together with the university's fundraising and alumni activities, nurture and develop its relations with existing and potential donors, co-operation partners and stakeholder groups.
- The faculty will actively pursue a marketing strategy to increase the influx of external grants.
- The faculty should develop forms of support for researchers and research team constellations when applications for larger grants are being made.
- Internationalisation will be strengthened by drafting a clear policy.
- The faculty should profile itself internationally to establish the faculty's reputation as a renowned research environment.
- The faculty will in 2008 develop a central post-doctoral programme to attract the world's best post-doctoral researchers.

## Follow-up

- External evaluations by special groups of experts
- Annual follow-up of key figures relating to finances and grants, services and recruitment, co-operation agreements and international co-operation initiatives
- Evaluation in accordance with the faculty's own evaluation instrument
- Bibliometric studies
- International ranking

# Strategies for external relations

To be a proactive, highly valued partner in co-operation with external parties.

The Faculty of Medicine should be the preferred choice of those looking to acquire, develop or support competence in interdisciplinary medical training programmes and research of the highest standards. The faculty should be a prioritised choice as a source of knowledge and co-operation partner in the field of health care.

The faculty plays an important role in society by passing on knowledge and democratic values and one of its tasks is to inform society about its activities in an open and responsible manner. As part of the third task, the faculty's staff should in their professional roles aim to pass on knowledge to their surrounding environment and make factual and credible contributions to public debate. They should also lobby for issues that are important for the development of

academic programmes and research in the field of health care. The faculty will also make its research findings available in a popular scientific version and in doing so illustrate the key role that research plays in improving the quality of life and health.

The faculty should develop a fruitful dialogue with the biotechnological, pharmaceutical and health care technology industries, with Region Skåne and the municipal health care sector and with those who provide research funding to develop common strategies and channels for continuous co-operation and exchange of information. Support processes are being developed to convert medical research findings into commercially viable medical products, diagnostic techniques and care methods.

## The path to our goals

- The faculty will adopt a purposeful and structured approach for its communications with external parties. Profiling and marketing will strengthen our identity and our brand and ensure that our knowledge and competence are in demand.
- All messages the faculty conveys to an external audience should be clear and bear the same sender's address.
- Strategies for the faculty's external communications, profiling and marketing are determined by a faculty-wide communications and profiling strategy. This strategy forms the basis for other communications plans and individual communication strategies in the faculty.
- The faculty will ensure high standards in its external information and communications activities by ensuring that its staff receive professional support.
- The faculty will initiate a dialogue with the biotechnology, pharmaceuticals and health care technology industries and with regional and municipal health care authorities to develop common strategies for continuous co-operation and exchange of information, with the purpose of facilitating and shortening the process from discovery to clinical application.
- The faculty, together with other parts of Lund University, is developing organisational support to advance the conversion of medical research findings to commercially viable medical products, diagnostic technologies and care methods.

## Follow-up

- Stakeholder analyses and evaluations
- Monitoring of current affairs and regular media analyses
- Follow-up of the commercialisation of medical discoveries

# Strategies for a positive working and learning environment

The Faculty of Medicine should be a creative, compassionate and stimulating workplace and learning environment.

The faculty's goals and visions should be clear to all employees and students. Fundamental values that reflect the importance of equal treatment and sustainable development should underpin the faculty's decisions, development and approach. All employees and students should be seen and respected for their competence and for who they are. Our working and learning environment should be characterised by compassion, equality and equal treatment. It should be possible to combine work and study at all levels with children and families. Employees should have respect for different professional roles. Everyone should contribute to an enthusiastic and open working and learning environment.

Students should be stimulated and encouraged to take an active part in the process of further developing the faculty's academic programmes. They should continue to have a big influence in the faculty, marked by student representation and participation in consultative and decision-making bodies at all levels.

The faculty's international co-operation should be clarified by a number of partnerships with foreign universities based in Europe, China and the USA, e.g. within the framework of the European association LERU (Leading European Research Universities). Co-operation in the fields of education, research and development can be stimulated within the framework of these partnerships. In addition, the faculty should co-operate closely with numerous other universities worldwide.

Leadership should be open, clear and communicative and be exercised with integrity. This ensures open and clear decision-making processes that stimulate participation, improve the quality of decisions and facilitate their execution. Leadership, mentor and career development programmes should undergo further development.

Career structures and development opportunities should be clear to all employees. A personnel policy programme and a clear salary policy should be formulated. Continuous individual competence development should be stimulated to take advantage of and further develop the knowledge and proficiencies of all employees. The faculty should actively strive to take advantage of and draw attention to the competence of employees and to put the right person in the right place in the organisation.

The organisation of the Faculty of Medicine should be structured in such a way that its education, research and co-operation with external parties can be supported in an optimum and cost-efficient manner. The organisation should be continuously evaluated and developed.

The Faculty of Medicine's premises will be concentrated to three units in close proximity to one another: The Health Sciences Building (Vårdvetenskapens hus), the Biomedical Centre (BMC), with adjoining premises in Lund University Hospital (USiL) and the Clinical Research Centre (CRC), with adjoining premises in Malmö University Hospital (UMAS).

An efficient infrastructure is a prerequisite for the smooth running of an organisation and its activities and should contribute to making the faculty's academic programmes and research activities competitive by international standards. The supporting infrastructure should have a clearly defined organisation and be characterised by high standards and excellent service.

Library activities and information and communications technologies (ICT) should ensure that all employees and students have adequate access to information and offer stimulating and flexible environments for education, research and the third task, as well as providing cost-efficient, reliable support for ICT.

## The path to our goals

- Regular ethics seminars should be organised for faculty staff and students.
- The faculty should develop and implement an equal opportunities plan that is followed up annually.
- The faculty should stimulate co-operation and physical meetings between the faculty's students, technical and administrative staff, researchers and teaching staff.
- Strategies for realising the goals for the faculty's internal communications are laid down in the faculty's communications plan.
- The faculty should make leadership a profile matter in which good leadership can serve as an example for teachership.
- The faculty's managers should be entitled to any training, support and tools required to be able to exercise communicative leadership.
- All managers at the faculty should complete a leadership programme that focuses on steering, management and communication.
- The faculty should develop a programme for mentors and supervision.
- Annual employee dialogues and salary discussions are held with all faculty employees and a plan for individual competence development is drafted in connection with these talks.
- A salary policy and the criteria for setting salaries should be drafted.
- The faculty should have efficient procedures for enabling a regular follow-up of financial matters and financial developments should be communicated clearly.
- For researchers and teaching staff who hold positions in the health care sector, the ties to faculty should be made clearer, as they represent an important resource for both education and research.
- The faculty will relocate in 2007 so that all its activities are based in one of the three following units: the Health Sciences Building (Vårdvetenskapens hus), the Biomedical Centre (BMC), with adjoining premises in Lund University Hospital (USiL) and the Clinical Research Centre (CRC), with adjoining premises in Malmö University Hospital (UMAS).
- The faculty will in 2007 draft a plan for the organisation and development of infrastructural platforms.
- Strategies for the development of the faculty's library services and ICT support are laid down in an activity plan.

## Follow-up

- Workplace satisfaction surveys
- Employee surveys
- Evaluation of internal communication
- Personal development dialogues
- Leadership evaluation
- Follow-up and evaluation of measures initiated and completed to promote equality and sustainable development

# List of references, policy statements and steering documents for the Faculty of Medicine at Lund University

## Faculty of Medicine

Strategic plan for the Faculty of Medicine, Lund University, for the period 2001–2005

Strategic plan for undergraduate programmes in the health sciences, 2000

Communications plan for the Faculty of Medicine, 2006 (in Swedish)

[www.med.lu.se/om\\_fakulteten/policydokument/](http://www.med.lu.se/om_fakulteten/policydokument/)

Final report: Working group for the Faculty of Medicine's research strategy – Factors and measures aimed at improving the faculty's competitiveness (in Swedish)

Final report: Working group for staffing and forms of service (in Swedish)

Final report: Working group for proposals for tools for evaluating the faculty's activities (in Swedish)

Report from workshops held in the spring of 2006 (in Swedish)

Proposal for a strategic action plan for the period 2007–2011 – Research (in Swedish)

Proposal Strategy education 2007–2011 (in Swedish)  
[www.med.lu.se/medarbetare\\_och\\_kolleger/strategisk\\_plan](http://www.med.lu.se/medarbetare_och_kolleger/strategisk_plan)

## Lund University

Lund University's strategic plan 2007–2011

Communications platform for Lund University

Procurement policy (in Swedish)

Instructions for the application of the procurement policy (in Swedish)

Policy statement on internationalisation

Research strategy (in Swedish)

Policy for postgraduate research studies (in Swedish)

Working environment policy for Lund University (in Swedish)

Policy, goals and strategy for Lund University's environmental and sustainability initiatives (in Swedish)

Guidelines for student influence at Lund University (in Swedish)

Lund University's policy regarding the equal treatment of students, 2006–2010 (in Swedish)

Equal opportunities policy for Lund University, 2006–2010 (in Swedish)

Lund University's emergency and contingency plan (in Swedish)

Action plan for availability 2006–2008 (in Swedish)

Action plan for broader recruitment at Lund University (in Swedish)

Action plan for commercialisation (in Swedish)

Formal decision for the action plan for commercialisation (in Swedish)

Plan for the development of quality assurance for academic programmes 2006–2008 (in Swedish), [www.lu.se/o.o.i.s/653](http://www.lu.se/o.o.i.s/653)





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