Strategic plan for the Faculty of Medicine at Lund University 2012–2017

The Faculty of Medicine has a long history of successful education and research and today we are international leaders in several fields. It is a challenge to maintain this positive development and make the most of the opportunities that arise. The Faculty of Medicine’s strategic plan for 2012–2017 shows us the way forward. The plan is mainly intended for faculty staff and students and is to be used as a support in our continued work together.

The new plan has been drawn up through comprehensive work with great participation from the Faculty’s employees and student representatives. The Faculty of Medicine’s strategic plan for 2012–2017 was adopted by the faculty board in December 2012. The plan starts with the vision, mission and core values of the Faculty of Medicine. Then the plan describes the challenges and opportunities that have been identified and which the faculty is facing. Finally, the plan presents the goals and strategies for the faculty’s core activities – education, research and cooperation with wider society – as well as for our working and learning environment.

We look forward to putting the strategy into practice. Our vision is in harmony with that of the University: “We are a Faculty of Medicine that works to understand, explain and improve our world and human health.”

Lund, 18 December 2012

Gunilla Westergren-Thorsson, Dean
Vision

- a Faculty of Medicine that works to understand, explain and improve our world and human health.

Mission

The Faculty of Medicine at Lund University, in close cooperation with agents within public healthcare and medicine, is to contribute to increasing knowledge of high relevance to human health. This is done through education and research of the highest quality in cooperation with wider society.

Core values

Our core values are defined in harmony with those of Lund University – we stand for fundamental human rights, democratic and academic values and a commitment to sustainable development. The Faculty of Medicine safeguards academic freedom, integrity and quality. All research is conducted according to current principles of research ethics and is always centered on the human being.

We work purposefully and systematically with gender equality, equal opportunities and diversity. There is a zero-tolerance policy towards victimisation and discrimination. Respect, openness and consideration are always to apply in encounters between staff, students and our cooperation partners. Our common work is characterised by participation, curiosity and commitment.

Our strengths

- We are a Faculty of Medicine with great breadth within a full-scale university and we can use this to create boundary-crossing collaboration.
- We have a broad range of study programmes, and proximity to research creates good opportunities for students to come into contact with current research during their studies.
- We easily attract both national and international students and doctoral students to the Faculty of Medicine by offering an attractive study environment and a vibrant campus.
- Our work within basic research, clinical research and health sciences research is successful and internationally recognised as providing both breadth and depth.
- We have strong interdisciplinary research networks.
- We are located in an expansive and knowledge-intensive region in which creativity and innovative thinking are highly prioritised.
Important challenges

EDUCATION OF THE HIGHEST QUALITY
The Faculty of Medicine has the task of training the workforce for several fields within medicine and healthcare and we currently offer a broad range of study programmes. In the next few years we will probably have to repeatedly adapt and change the size of our study programmes as a consequence of changes to our mandate. It is important to meet these challenges while maintaining the quality of our education. We need to adapt and develop our learning environments to meet the goals and expectations of tomorrow’s students. Reduced potential intake-groups of young people mean that we must work on recruitment to compete for the best students. One challenge for third cycle education is to make it even better adapted to the needs of the labour market and to give doctoral students a sound basis from which to pursue their careers.

SUCCESSFUL RESEARCH WITH BOTH DEPTH AND BREADTH
The Faculty of Medicine has a number of established and successful strategic research areas. The challenges for the future are to develop these areas while identifying and supporting new research specialisations. A further challenge is to stimulate innovation, thereby facilitating the practical application of research findings. In order to continue to run internationally leading research, we must offer good conditions for those already working with us while recruiting new top researchers. We must offer young researchers attractive conditions and clear career paths. In order to meet the needs of the healthcare services as well as those of the faculty’s various study programmes, we must safeguard the breadth of our research.

STRONGER CONNECTION AND INTEGRATION BETWEEN THE FACULTY’S VARIOUS RESEARCH FIELDS
The faculty’s research can broadly be divided into three main areas, each of which has its own special conditions and opportunities: basic research, clinical research and health sciences research. Using one another’s skills and being able to solve the complex health problems of the future requires an increased collaboration between these three research areas.

INCREASED INTERNATIONALISATION
Education and research at the Faculty of Medicine are to be characterised by a global knowledge perspective which stimulates learning capable of contributing to the solution of global health problems. An important challenge for the faculty is to reinforce various forms of cooperation and to develop tools which base all activities on a global knowledge perspective.

INCREASED COOPERATION WITH HEALTHCARE
The Faculty of Medicine has a great responsibility for the development of healthcare in close collaboration with the counties and municipalities. Together, we must meet a series of challenges with an increasing number of patients who are elderly, chronically ill or with multi-system disorders. In the healthcare of the future, people’s responsibility for their own health will increase and patients will receive more individually tailored treatment. It will be increasingly important for research findings to be implemented more rapidly within healthcare. A determining success factor for the faculty is to develop and reinforce various forms of cooperation and to be an active part of the healthcare and medicine of the future.

BOUNDARY-CROSSING COLLABORATION WITH OTHER FACULTIES AT LUND UNIVERSITY
Today, education and research are often increasingly conducted in cooperation across faculty boundaries. Some examples of this are nanotechnology, drug development, bioinformatics and imaging. One challenge for the faculty will be to develop our ability to exploit the fact that the University has so much expertise readily available, in terms of both time and distance, as well as strong infrastructures and attractive environments such as Max IV and ESS which are under construction.

AN ATTRACTIVE AND STIMULATING WORK AND LEARNING ENVIRONMENT
The most important resource for the faculty is skilled and enthusiastic employees and students. It is a continuous challenge to develop our internal culture and environment in a positive and sustainable direction so that all employees and students experience job satisfaction, participation and commitment in both their part in our activities and in the organisation as a whole.
Our strategic goals for 2012–2017:

- the organisation is characterised by the highest quality at an internationally leading level and by a strong connection between education, research and innovation
- the study programmes in the first and second cycles are linked to research, competitive and run with very high teaching excellence in increased cooperation between programmes
- third cycle studies are of the highest quality and adapted to the labour market
- research is conducted in both depth and breadth – new research fields and interdisciplinary projects are identified and developed
- clear career paths within the faculty are created and a system for careers guidance is established
- the faculty is distinguished by strong innovative thinking which contributes to better healthcare and medicine and the establishment of new medical companies, products and services
- internationalisation and a global perspective permeate the organisation
- more in-depth cooperation with our closest collaborative partner, public healthcare
- our organisation is run in increased cooperation with other faculties at Lund University and strategically selected national and international higher education institutions
- employees and students have an attractive, creative and stimulating work and learning environment with a good infrastructure which reinforces our activities and makes us even more competitive
- we are a faculty characterised by shared commitment, participation and a democratic and clear leadership in an environment that encourages opinions and debate in a spirit of respect for other employees
- sustainable development becomes a natural component of education, research and other activities.
### Education

#### GOALS FOR FIRST AND SECOND CYCLE EDUCATION 2012–2017

**The Faculty is to offer research-linked and competitive education of very high quality by:**

- Developing forms for links to research and application of a scientific approach within all education
- Extending the use of teaching methods which activate students
- Working actively towards the development and quality assurance of teaching and examinations
- Designing study programmes in such a way that students are faced with academic challenges while reinforcing their professional relevance
- Clearly including the international perspective in all programme syllabi
- Increasing student and lecturer exchanges with other countries
- Conducting training of very high quality in teaching and learning in higher education
- Evaluating teaching skills for lecturing positions and developing a clear system for the assessment of lecturers’ teaching skills.

**The Faculty is to provide a broad range of programmes and be able to meet society’s need for skilled staff within healthcare and medicine, universities, business and industry by:**

- Safeguarding a diversity of programmes within the field of medicine and health sciences
- Providing an increasing element of interprofessional training modules
- Further developing interprofessional projects, such as a clinical training ward
- Working actively to achieve synergies between theoretical and practical training and between our various study programmes
- Having a close cooperation with our stakeholders in southern Sweden, such as the counties, municipalities, business and industry.

**The Faculty is to ensure widening participation in first and second cycle education by:**

- Working with widening participation, nationally and internationally, in such a way as to achieve a diversity among students that reflects the diversity of wider society
- Further developing information on the programmes in order to ensure that potential students get to know about our programmes and get a correct image of the programmes and the professions to which they can lead.

#### GOALS FOR THIRD CYCLE EDUCATION 2012–2017

**The Faculty is to offer third cycle education of the highest scientific quality by:**

- Investing in the recruitment of highly motivated students from various subject areas
- Facilitating the inclusion of all doctoral students in interdisciplinary contexts and groups
- Developing the role of supervisors and supervisor training
- Ensuring that all the elements of research studies maintain very high educational quality
- Adapting the range of courses in research studies to actual needs and developing new course components.

**The Faculty is to provide doctoral students with a basis which prepares them for their future careers by:**

- Increasing international research contacts through work at other higher education institutions and through participation in international conferences
- Developing joint research studies courses with universities abroad
- Developing mentorship programmes and alumni activities to facilitate contacts with new cooperation partners
- Offering careers guidance for doctoral students
- Enabling and encouraging joint degrees at the research studies level together with universities abroad, so-called Joint and Double PhD Degrees
- Broadening research studies and increasing their relevance to professional life.
Research

GOALS FOR RESEARCH 2012–2017

THE FACULTY IS TO CONDUCT WORLD-LEADING RESEARCH WITH BOTH DEPTH AND BREADTH BY:

- continuing to invest in scientifically comprehensive programme areas to stimulate cooperation
- developing and creating common platforms and meeting places and defining new research fields on the boundaries between different subject areas
- reinforcing cooperation between basic research, clinical research and health sciences research
- safeguarding the maintenance of good conditions for basic research
- investing in clinical and personalised treatment research
- reinforcing research into health sciences
- developing and strengthening contacts with strategically selected national and international cooperation partners
- stimulating the practical application of research findings
- offering well-functioning support in innovation and patent issues which also includes business intelligence and monitoring of news
- developing and maintaining the dialogue with decision-makers, cooperation partners and funders in order to reinforce local conditions
- actively recruiting the best researchers with most potential for development
- investing in young researchers who have not yet got a permanent position and creating clear career paths.

THE FACULTY IS TO REINFORCE TRANSLATIONAL RESEARCH AND TAKE AN ACTIVE PART IN THE IMPLEMENTATION OF RESEARCH FINDINGS BY:

- stimulating and supporting translational research through increased integration between basic research, clinical research and research in health sciences
- describing the clinical relevance and social usefulness of research projects and working to ensure that projects of this type are pursued
- together with public healthcare services, taking responsibility for the implementation and evaluation of healthcare methods to achieve evidence-based healthcare and rehabilitation.

THE FACULTY IS TO INCREASE EXTERNAL NATIONAL AND INTERNATIONAL FUNDING OF RESEARCH BY:

- being prepared to manage and exploit future changes in research policy
- working proactively and strategically to attract external funding from national and international sources
- clearly communicating our research in both Swedish and English in order to help external stakeholders find relevant cooperation partners at the Faculty of Medicine.
Cooperation with wider society

GOALS FOR COOPERATION WITH WIDER SOCIETY 2012–2017

THE FACULTY IS TO DEEPEN ITS COOPERATION WITH PUBLIC HEALTHCARE AND MEDICINE BY:

- safeguarding a mutual transparency, respect and participation between the faculty and university healthcare in all decision-making bodies
- reinforcing internal communication between the faculty and university healthcare and being a support in each other’s organisational development
- reinforcing cooperation with public healthcare and medicine in Region Skåne, adjacent counties and municipalities
- reinforcing clinical teaching expertise by increasing the number of combined and adjunct positions.

THE FACULTY IS TO REINFORCE COOPERATION WITH OTHER FACULTIES WITHIN THE UNIVERSITY AND WITH STRATEGICALLY SELECTED LEADING UNIVERSITIES, BOTH NATIONALLY AND INTERNATIONALLY, BY:

- working actively to develop cooperation with other faculties within Lund University, for example by increasing the integration between engineering and medicine
- increasing and reinforcing cooperation within the Öresund region and with strategically selected national and international partner universities.

THE FACULTY IS TO REINFORCE COOPERATION WITH WIDER SOCIETY BY:

- becoming more visible through clear communication about who we are, what we stand for and what we want to achieve. This happens through dialogue with the general public, the media, clients and decision-makers, in which we are attentive to the needs of society around us
- building up a careers centre containing technology platforms, careers guidance and alumni activities, which becomes a meeting place between academia, industry and other private agents
- contributing to the region’s attractiveness by making education of very high quality available and running research which is internationally competitive.
Work and learning environment

GOALS FOR THE WORK AND LEARNING ENVIRONMENT 2012–2017

THE FACULTY IS TO OFFER A GOOD, ATTRACTIVE AND STIMULATING ENVIRONMENT WITH PROFESSIONAL ORGANISATIONAL SUPPORT BY:

• working to ensure that the faculty’s core values are respected by and known to all employees and students
• ensuring that all staff members take part in annual staff appraisals
• working to ensure that the views of students are considered as valuable help for the faculty’s activities and development
• providing efficient and professional support with a high level of service
• investing in good professional development opportunities for technical and administrative staff
• developing and streamlining processes for recruitment of new staff and dedicating special attention to under-represented groups
• continuing to contribute to sustainable development and supporting the work done in the departments and in the Health, Safety and Environment (HSE) committees
• facilitating cooperation and commitment through good internal communication which provides an insight into the faculty’s activities and into other parts of the university.

THE FACULTY IS TO OFFER A WELCOMING AND INCLUSIVE ENVIRONMENT TO ALL EMPLOYEES AND STUDENTS BY:

• increasing the knowledge of employees and students in issues of gender equality, equal opportunities and diversity
• adapting the faculty’s support activities so that everyone – regardless of nationality, gender, trans-gender identity, ethnicity, religion or other belief system, functional disability, sexual orientation or age – feels welcome and involved.

THE FACULTY IS TO HAVE A DEMOCRATIC AND CLEAR LEADERSHIP BY:

• providing faculty managers with training and support to develop communicative leadership
• reinforcing internal communication which supports leadership, is sensitive to the needs of the organisation and provides good conditions for debate, participation and commitment.

THE FACULTY IS TO OFFER A WELL-FUNCTIONING INFRASTRUCTURE BY:

• establishing a new knowledge centre for education and research, including the present HSC in close proximity to BMC and healthcare, which will enable improved coordination and integration of the faculty’s various study programmes and research areas
• continuing the development of a modern and attractive knowledge environment in CRC, neighbouring research environments in Malmö and Medicon Village
• supporting the development of the library and ICT activities as well as other technical infrastructure
• developing the ICT skills of employees, thereby creating the conditions for increased use of ICT in study programmes where this is justified.
Strategic plan approved by the Faculty Board on 12 December 2012.

Produced by: the Communications Department at the Faculty of Medicine, Lund University.

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