Strategic plan 2019-2024 - Draft

Foreword

The modern university is one of humanity’s most ingenious inventions, and it is wonderful that we all get to be a part of laying the foundation for the healthy society of the future. We achieve this by listening to the problems of individuals and society and by tackling both local and global challenges. Learning and research on us humans, our bodies and minds, play a particularly important role and therefore the hopes and expectations placed on a faculty of medicine are also particularly high. You hold in your hands our strategic plan, which defines the strategic paths we have chosen to follow in order to sustainably maintain a faculty of the highest class. The strategic plan has been produced following intense dialogue with hundreds of staff members in a large number of focus groups and through an open round of consultations with all employees. We are proud of this process.

Our close collaboration with the healthcare system is of utmost importance to enable promotion of evidence-based medicine and health. Likewise, a well-developed collaboration with other faculties, not least at Lund University, is necessary to develop the medical education, research and external collaborations of the future. We exist for human life and health.

But in order to develop a strong and free academia, we need to be brave and show courage in our daily work. Courage to question the consensus, courage to defend our position, but also the courage to draw attention to incongruities we encounter.

The Faculty of Medicine stands or falls with the people who work here. Therefore, recruitment policies, equal opportunities and support functions for education, research and external engagement are important components that enable us to be a well-functioning and successful faculty. At the same time, we must remember that the conditions we give our students today may constitute what forms our conditions of the future. Similarly, the success achieved by our students today will shape our own and our society’s success tomorrow. We have a great responsibility for the future. We stand ready to take it.

Instructions for use and reading

The present strategic plan applies to the years 2019–2024. Lund University’s strategic plan and core values form the basis for that of the Faculty of Medicine. The content of the Lund University plan is therefore not repeated in this document, rather the plan describes the remit and visions of the Faculty of Medicine. These are described in a general way to be applicable even to circumstances that are unknown or unpredictable to us today. We want the strategic plan to be a living document that it is used actively and to which we all contribute. Therefore, a large number of operational plans will also be linked to the plan. These plans can be general and initiated by the faculty management, but they can also be more specific and drawn up locally by departments, degree programmes or others. They are to contain a current status analysis, concrete measurable goals, action items and plans for
follow-up. We believe that challenges are best addressed where they arise and by those who have the best solutions.

When we write the term students, we mean all those in the first, second and third cycles of study. When we write staff, we mean all employees at the Faculty of Medicine, but also those who have a position with another employer but who contribute to the faculty’s educational remit, research or external engagement initiatives. Some staff members may be leaders. This means that they are responsible for planning, implementing and evaluating projects and similar activities. Some staff may also be managers, which means that they have a formal assignment with particular responsibility. Finally, when we write teaching staff we mean the professors, senior lecturers, associate senior lecturers and lecturers who are employed at the Faculty of Medicine.

Introduction – the remit

The Faculty of Medicine shall be a faculty that unites different perspectives and people, where breadth generates excellence and tradition gives freedom to break new ground. We shall be a knowledge-producing faculty where the quest for the highest quality permeates everything and where there is no compromise on the equal value of all individuals.

We shall be a courageous faculty where innovative thinking is associated with consideration and reflection, and where the local meets the global. We shall be a faculty where we respect one another and safeguard what makes us exceptional.

We shall be an enlightened faculty that creates sustainable conditions for public healthcare at the forefront. We are a Faculty of Medicine which improves the world – we exist for human life and health.

Priority areas - visions

The strategic plan has five prioritised focus areas. We shall:

1. intertwine education and research
2. stimulate active collaboration to solve societal challenges
3. strengthen our international relations and perspectives
4. clarify what is meant by collegiality, leadership and management
5. support the faculty’s activities through appropriate resources, tools and conditions.

1. Education and research shall be intertwined and internationally competitive

The Faculty of Medicine shall:

a) ensure that education and research are ethically supported and based on curiosity, critical thinking, reflection and the courage to question.

b) work for study programmes of high quality and with measurable progression, which meet the current and future needs of our society. This is to take place in
collaboration with students and public healthcare, the rest of the public sector, business and industry as well as other higher education institutions.

c) work for education and research to be competitive and conducted at a recognised high international level.
d) to a higher degree, conduct education and research in open and inclusive environments that allow space and opportunities for translation and application to issues within basic, clinical and health sciences.
e) stimulate learning environments in which education, research and clinical activities are naturally intertwined so that new knowledge is rapidly made available.
f) work to appoint all teaching positions based on extensive expertise within both learning and research.
g) promote interaction within and between the study programmes, research and infrastructures, to optimise learning and study environments.

2. **Stimulating active collaboration to solve societal challenges**

The Faculty of Medicine shall:

a) use the breadth of the University to a greater extent to meet new demands in the individualised healthcare of the future.
b) enhance quality in the dissemination of knowledge that is of particular value for human life and health.
c) increase expertise and capacity, in collaboration with science and engineering, with regard to the analysis and processing of big data and the use of artificial intelligence for generation of clinically relevant hypotheses and greater precision in research, diagnostics and treatment.
d) develop the partnership with university healthcare, Region Skåne, the Southern Sweden healthcare region and the municipalities to meet the future expertise requirements of public healthcare and to optimise prevention, and the development of new forms of care.
e) develop transparent and clear platforms for innovation and collaboration with industry as well as with other stakeholders within the public sector, culture and society.
f) highlight the significance of the humanities for how public healthcare can be improved in a changing medical organisation.
g) build long-term relationships with alumni, donors, visiting professors and honorary doctors to make the most of their engagement and expertise, and as ambassadors for the faculty.

3. **Strengthen international relations and perspectives**

The Faculty of Medicine shall:

a) integrate local and global health aspects in education and research.
b) create good opportunities for internationalisation for students and staff.
c) increase the faculty’s appeal to, and improve its reception of, international students and staff.
d) refine partnerships with other national and international higher education institutions and leading parties in the public and private sectors.

e) highlight and stimulate staff engagement in national and international organisations, consortia and networks.

4. Clarify what is meant by collegiality, leadership and management

The Faculty of Medicine shall:

a) clearly show that an ethical approach is the foundation of our work environment, a natural part of research and education and, by extension, the students’ future professional life.
b) increase opportunities for continuing professional development for all staff.
c) increase staff members’ understanding of the University’s higher purpose and their own role, as well as knowledge about the faculty’s strategy, organisation and decision-making processes.
d) clarify responsibilities, rights and obligations for staff, supervisors and students.
e) ensure higher quality in the leaders’ ability to prioritise, lead, clearly communicate and implement changes that develop the organisation.
f) improve the conditions for managers to carry out the duties included in their managerial position.
g) actively use student influence and students’ knowledge and experiences to improve the organisation.
h) work for teaching staff and supervisors to continuously develop their teaching expertise and create tools for follow-up.
i) clarify career paths by stipulating the conditions for an academic career, and offer continuing professional development and support also for career choices outside academia.
j) develop and clarify the assessment of human resources needs, optimise recruitment processes and the reception and induction of new employees.

5. Support the faculty’s activities through appropriate resources, tools and conditions

The Faculty of Medicine shall:

a) organise management structures, departments and support functions so as to best support education and research, management and development at the faculty. The organisation is to provide the conditions for the harmonisation and optimal resource utilisation and meet the need for agility and a good work environment.
b) work for the sustainable development of the faculty’s activities in harmony with Agenda 2030.
c) facilitate staff compliance with legislation and regulations in research ethics, information security, data processing and in relation to participants in research studies.
d) prioritise technological platforms, data processing systems, creative interaction zones and attractive physical environments that clearly contribute to the achievement of organisational goals. Creating and running suitable infrastructures
requires collaboration with other faculties, other higher education institutions, university healthcare and Region Skåne.
e) ensure that the faculty’s infrastructures are characterised by a high degree of accessibility with regard to expertise and range of services, and that they are run in a cost-effective and transparent manner.
f) actively participate in the development of the MAX IV Laboratory and ESS for the benefit of both education and research by formulating biomedical research questions that enable complex clinical applications.