



UPPSALA  
UNIVERSITET

MEDFARM 2020/816

# Implementation of goals and strategies within the Disciplinary Domain of Medicine and Pharmacy

# Vision: Medfarm

# Table of contents

<b>Preface:</b> A vision for the next five years	3
<b>Goals and strategies at the Disciplinary Domain of Medicine and Pharmacy</b>	5
<b>Main goal 1:</b> The Disciplinary Domain of Medicine and Pharmacy conducts excellent research and paves the way for scientific breakthroughs for better health	9
<b>Main goal 2:</b> The Disciplinary Domain of Medicine and Pharmacy conducts excellent education, with strong links to research, in an attractive learning environment	13
<b>Main goal 3:</b> The Disciplinary Domain of Medicine and Pharmacy has a close partnership with the healthcare sector, as well as other strong, long-term collaboration networks both inside and outside the university	17
<b>Main goal 4:</b> The Disciplinary Domain of Medicine and Pharmacy has an academic culture and an environment with national and international appeal	21
<b>Main goal 5:</b> The Disciplinary Domain of Medicine and Pharmacy works actively and strategically with competence provision, career development, mentorship and collegial leadership	25
<b>Mission and work methods of the project</b>	28
Preconditions	28
Mission	28
Organisation	28
Working groups	28
Work methods	29
Schedule	30

Adopted by the Board of the Disciplinary Domain of Medicine and Pharmacy on 21 April 2021

## Preface: A vision for the next five years

**F**or everyone to be able to participate and have an influence, to feel motivation in their work, the Disciplinary Domain of Medicine and Pharmacy needs a joint vision. The project *Vision:Medfarm* has involved a large number of co-workers and students within the Disciplinary Domain, and I am very proud of and impressed by the large interest and high level of responsibility that the participants have contributed with, despite tight schedules, many parallel tasks and an ongoing pandemic. It has become very clear that many people want to participate in formulating the future of Medfarm, which I view as a very good sign and a guarantee for continued positive development of the work done within the Disciplinary Domain.

During the first part of the process, we held a kick-off and a series of open workshops, encompassing a series of creative elements and possibilities, to give everyone the opportunity to participate and be heard. We pondered the role of the Disciplinary Domain in supporting the health of our citizens and the potential of our local environment, but we also looked outward, to the greater world, searching for new opportunities to enhance the Disciplinary Domain. As the work grew more focused on identifying specific goals for the future, thematic working groups used input from participants to define themes for the Disciplinary Domain to work on during the coming five years. The result of our shared efforts, *Vision:Medfarm*, is presented in this document.

In *Vision:Medfarm*, we define our vision, as well as our mission, our main goals and our sub-goals. Based on this, we have defined where we want the Disciplinary Domain to be in 2026: *The Disciplinary Domain of Medicine and Pharmacy, through research, education, development and innovation of the highest quality, contributes to better health and a better society.*

To realise this vision, we need to further develop the activities within the Disciplinary Domain, as well as improving our collaborations with the healthcare sector, the private sector and the wider society. That development will be enacted through five main goals, which we will need to work with for several years. This process will begin with the annual plan for 2022. During the period 2023–2026, we will prioritise specific sub-goals. Each of these projects will engage co-workers from different parts of the Disciplinary Domain, to make use of and develop our collected skills and expertise, but also to strengthen cooperation between teachers and researchers from different units. Our work will be followed up by the leadership of Uppsala University.

Many people have taken part in the shaping of *Vision:Medfarm* – and the level of engagement and desire to participate in realising our vision seems even greater now. We will harness that energy, and it bodes well for our ability to continue conducting research, education and outreach activities of the highest quality. We will continue to contribute to better health, and will develop into the obvious first-hand choice of future students, as well as of highly competent teachers and researchers.



**Mats Larhed**  
*Vice-Rector*



# Goals and strategies at the Disciplinary Domain of Medicine and Pharmacy

## About this document

The goals and strategies of the Disciplinary Domain follow a certain hierarchy, from abstract and general to concrete and measurable:

- › Vision and mission
- › Main goals
- › Sub-goals
- › Actions
- › Indicators

There are five main goals, each with several sub-goals. Each sub-goal, in turn, encompasses a number of actions, which describe what the Disciplinary Domain intends to do to fulfil the goals, and indicators, which are ways to measure goal fulfilment. For each sub-goal, there is also a statement on how it connects to *Uppsala University: Mission, Goals and Strategies* (UFV 2018/641).

The Disciplinary Domain is a part of Uppsala University, and therefore upholds the free pursuit of knowledge in education and research, and stands up for academic integrity, diversity and quality.

## Timespan for goals and strategies

All plans and strategy documents are time-limited by necessity; a changing world will always lead to the re-evaluation of priorities, and the need for new investments and concentrations of resources. These goals and strategies are meant to apply for the period 2021–2026.

**Vision:** The Disciplinary Domain of Medicine and Pharmacy, through research, education, development and innovation of the highest quality, contributes to better health and a better society.

**Mission:** The Disciplinary Domain of Medicine and Pharmacy:

- › has first-class research and educational environments at the national and international cutting edge,
- › has an inclusive and collegial working environment, characterised by openness and mutual respect between all professions and students,
- › has multi-disciplinary environments for research and innovation, making full use of the entire breadth of Uppsala University, and
- › has strong and enduring collaborations with healthcare, the private sector and the wider society.

## MISSION

Has first-class research and educational environments at the national and international cutting edge.

Has an inclusive and collegial working environment, permeated by openness and respect between all professions and students.

Has multi-disciplinary environments for research and innovation, making full use of the breadth of Uppsala University.

Has strong and enduring collaborations with healthcare, industry and the wider society.

## MAIN GOALS

1 Conducts eminent research and paves the way for scientific breakthroughs for better health.

2 Conducts excellent education, with strong links to research, in an attractive learning environment.

3 Has a close partnership with the healthcare sector, as well as strong, long-term collaboration networks both inside and outside the university.

4 Has an academic culture and an environment with national and international appeal.

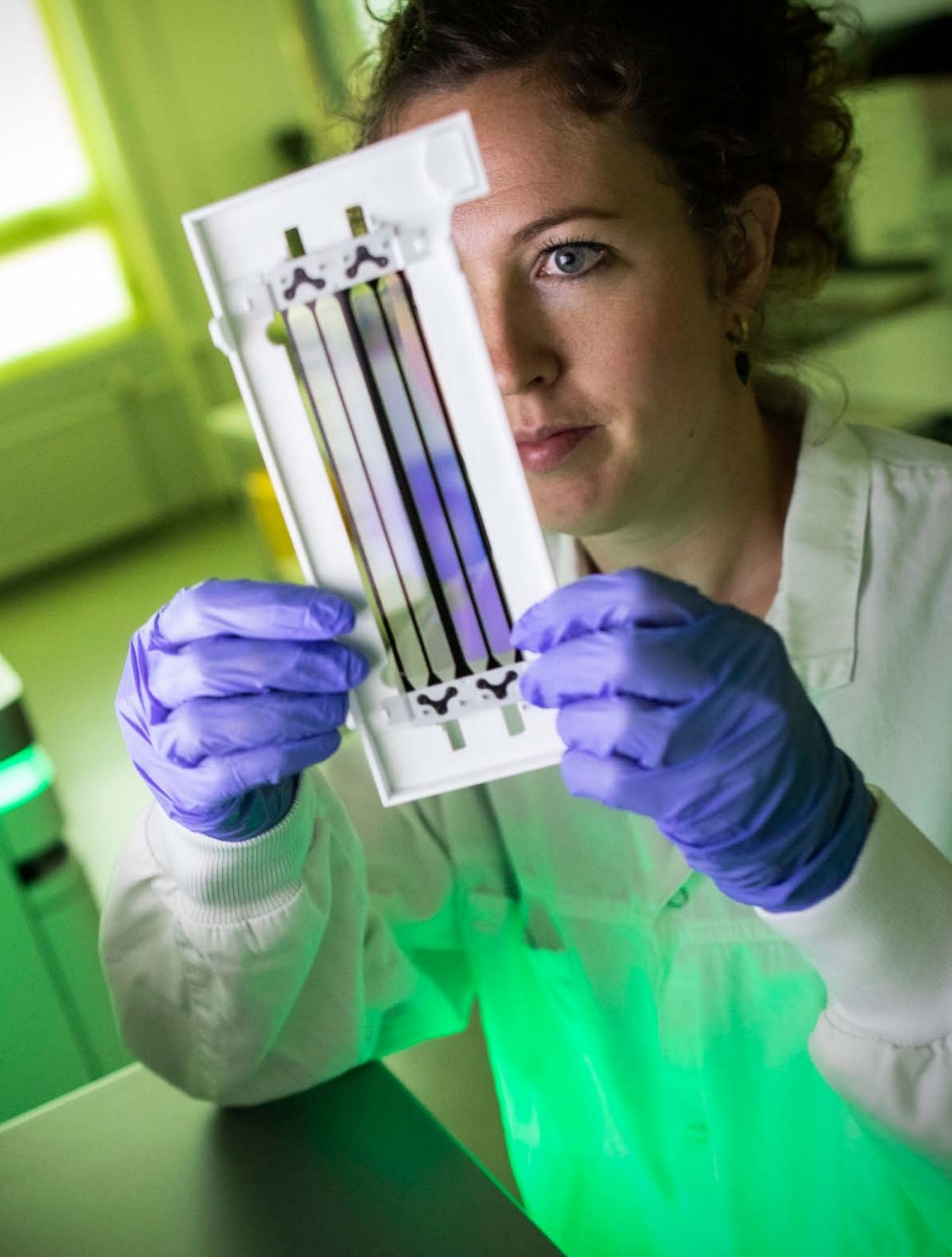
5 Works actively and strategically with competence provision, career development, mentorship and collegial leadership.

## VISION

*The Disciplinary Domain of Medicine and Pharmacy, through research, education, development and innovation of the highest quality, contributes to better health and a better society.*

2020

2026



## Main goal I

The Disciplinary Domain of Medicine and Pharmacy conducts excellent research and paves the way for scientific breakthroughs for better health.

### Sub-goal 1.

Curiosity-driven, researcher-initiated research of the highest quality is actively supported by the Disciplinary Domain, and interdisciplinary projects are encouraged

#### Connection to the mission, goals and strategies of Uppsala University

The sub-goal links and contributes to the university's development goals 2 and 3.

#### Actions

*What:* Inquiry regarding resource allocation at the Disciplinary Domain, including methods to promote curiosity-driven, researcher-initiated research, as well as indicators for success and excellence, field-standardised for the different research areas within the Disciplinary Domain.

*Who:* The Board of the Disciplinary Domain

*When:* 2023

#### Indicators

- › Competitive grants received.
- › Participation and leadership in international research network or groups.
- › Published articles.

### Sub-goal 2.

The researchers of the Disciplinary Domain are successful in obtaining research funding in national and international competition.

#### Connection to the mission, goals and strategies of Uppsala University

The sub-goal links and contributes to the university's development goal 2.

#### Actions

*What:* The Disciplinary Domain develops and implements a system to support researchers at all levels with the writing of grant applications, including recurring workshops, internal peer review and mentoring programmes.

*Who:* The Office for Medicine and Pharmacy

*When:* Ongoing

*What:* The Disciplinary Domain has a well-functioning support system for complex research grant applications, for example regarding applications for grants from Horizon Europe and the NIH.

*Who:* The Office for Medicine and Pharmacy

*When:* Ongoing

#### Indicators

- › Approval rate of grant applications.
- › Implemented support activities for the application process.



”

**I have the opportunity to develop my research in a creative environment with international characteristics, and I have the good fortune to solve challenges in the life sciences in broad collaboration.**

*Kerstin Lindblad-Toh, Professor at the Department of Medical Biochemistry and Microbiology, Scientific Director of Vertebrate Genomics at Broad Institute*

### Sub-goal 3.

The Disciplinary Domain actively supports the creation of strong grant applications and interdisciplinary consortia.

#### Connection to the mission, goals and strategies of Uppsala University

The sub-goal links and contributes to the university's development goals 2 and 3.

#### Actions

*What:* The Disciplinary Domain develops and implements actions to create and support strong interdisciplinary consortia and centres, for instance through match-making events, networking analysis and conferences.

*Who:* The Office for Medicine and Pharmacy in cooperation with the University Administration

*When:* Ongoing

### Sub-goal 4.

Research at the Disciplinary Domain encompasses everything from basic science to clinical and applied science, and translational aspects permeate the research.

#### Connection to the mission, goals and strategies of Uppsala University

The sub-goal links and contributes to the university's development goal 2.

#### Actions

*What:* The Disciplinary Domain develops methods to support translational projects.

*Who:* The Board of the Disciplinary Domain

*When:* 2022

*What:* The Disciplinary Domain initiates Clinical Academic Groups (CAGs)<sup>1</sup>.

*Who:* The Board of the Disciplinary Domain

*When:* 2023

#### Indicators

- › Published articles.
- › Number of CAGs initiated.
- › Number of doctoral graduates.

<sup>1</sup> CAG: A concept successfully used to strengthen the connections between basic science, translational re-search, clinical research and healthcare. The idea is to unite several research groups within the same subject area (e.g., breast cancer), as well as relevant clinics, in a joint research and implementation pro-gramme, where cooperation leads to high-quality research, which can also quickly benefit patients. For more information, see <https://gchsp.dk/en/clinical-academic-groups/>.

### Sub-goal 5.

The Disciplinary Domain encourages research that leads to innovations and patents.

#### Connection to the mission, goals and strategies of Uppsala University

The sub-goal links and contributes to the university's development goals 2 and 3.

#### Actions

*What:* The Disciplinary Domain develops methods to support the development of innovations.

*Who:* The Board of the Disciplinary Domain in cooperation with the University Administration

*When:* 2023

#### Indicators

- › Patents.
- › Number of consortia with industrial partners.
- › Number of start-ups.
- › Number of clinical trials initiated.

### Sub-goal 6.

All researchers and other people active within the Disciplinary Domain are given the opportunity to take part in research communities transcending department, faculty and Disciplinary Domain boundaries.

#### Connection to the mission, goals and strategies of Uppsala University

The sub-goal links and contributes to the university's development goals 2 and 3, as well as the strategic priority *Talent attraction and career systems*.

#### Actions

*What:* The Disciplinary Domain creates an integrated system for higher seminars and workshops, including a shared web portal for seminars and workshops and a funding programme open for applications.

*Who:* The Board of the Disciplinary Domain and the Office for Medicine and Pharmacy

*When:* 2023

*What:* All research tracks conduct activities that broaden the subject areas. All doctoral students are active in these activities.

*Who:* The Research Training Committee

*When:* Ongoing

*What:* The Disciplinary Domain develops an incentive structure to strengthen cooperation inside and outside the university.

*Who:* The Board of the Disciplinary Domain

*When:* 2023

#### Indicators

- › Department- and faculty-transcending seminar series.
- › Doctoral students' participation in research tracks.

”

**In Uppsala, we have the best conditions to carry out and lead large international studies, with innovative study designs. Through collaborations and interdisciplinary initiatives, we make healthcare better.**

*Stefan James, Professor and consultant at the Department of Medical Sciences*





## Main goal 2

The Disciplinary Domain of Medicine and Pharmacy conducts excellent education, with strong links to research, in an attractive learning environment.

### Sub-goal 1.

The knowledge and skills of the students of the Disciplinary Domain make them attractive on labour markets, both nationally and internationally.

#### Connection to the mission, goals and strategies of Uppsala University

The sub-goal links and contributes to the university's development goal 1.

#### Actions

*What:* The Disciplinary Domain strengthens, highlights and markets the professional competences that the educational courses and programmes at the Disciplinary Domain bestow on the students.

*Who:* The Undergraduate and Master's Education Committees and the Office for Medicine and Pharmacy

*When:* 2024

*What:* The Disciplinary Domain systematically makes use of and works with quality-enhancing measures that appear in the ongoing work with evaluations of courses and programmes.

*Who:* The Undergraduate and Master's Education Committees and the Office for Medicine and Pharmacy

*When:* Ongoing

#### Indicators

- › The number of applications with the Domain as the first choice.
- › Students and doctoral students in relevant work three years after graduation.
- › Student exchanges at the first-cycle (bachelor's), second-cycle (master's) and third-cycle (doctoral) levels.

### Sub-goal 2.

Education at the Disciplinary Domain is student-centred and characterised by pedagogical variation.

#### Connection to the mission, goals and strategies of Uppsala University

The sub-goal links and contributes to the university's development goal 1, as well as the strategic priority *Quality assurance and enhancement*.

#### Actions

*What:* The Disciplinary Domain develops incentive programmes for development and dissemination of pedagogical methods, and alternate teaching methods based on the needs of different student groups, through directed grant calls.

*Who:* The Board of the Disciplinary Domain and the Undergraduate and Master's Education Committees

*When:* 2023

*What:* The Disciplinary Domain analyses the throughput of the educational programmes as part of the ongoing quality enhancement work, and identifies measures and pedagogical support to students.

*Who:* The Undergraduate and Master's Education Committees

*When:* Ongoing

*What:* The Disciplinary Domain examines the need for and availability of appropriate study environments and study spaces, as well as the possibility to create more appropriate and flexible classrooms.

*Who:* The Premises Committee

*When:* 2023

#### Indicators

- › Student representation in committees.
- › Teachers with a completed academic teacher training course.
- › Throughput.
- › Contributions to university pedagogical conferences.

### Sub-goal 3.

Access to international activities and interdisciplinary courses are generally accepted elements of educations offered within the Disciplinary Domain.

#### Connection to the mission, goals and strategies of Uppsala University

The sub-goal links and contributes to the university's development goal 1, as well as the strategic priority *Internationalisation*.

#### Actions

*What:* Each student in the Disciplinary Domain will be offered at least one internationalisation activity per year.

*Who:* The Undergraduate and Master's Education Committees

*When:* Ongoing

*What:* The Disciplinary Domain creates conditions for international freestanding courses and exchange packages for programme students.

*Who:* The Undergraduate and Master's Education Committees

*When:* 2025

*What:* The Disciplinary Domain creates conditions for and implements interdisciplinary courses in prioritised areas.

*Who:* The Undergraduate and Master's Education Committees

*When:* 2025

#### Indicators

- › Programme-related internationalisation activities.
- › Courses open for applications from exchange students.
- › Number of applicants to freestanding courses.
- › Number of applicants to complementary programmes.



Through contacts with fellow graduate student, supervisors and scientists, I get the opportunity to influence and engage for the future.

Luis Nunes, PhD student at the Department of Immunology, Genetics and Pathology

### Sub-goal 4.

The Disciplinary Domain is the first-hand choice for life-long learning for professionals in the fields of medicine, healthcare and pharmacy.

#### Connection to the mission, goals and strategies of Uppsala University

The sub-goal links and contributes to the university's development goals 1 and 6.

#### Actions

*What:* The Disciplinary Domain identifies and markets courses that are suitable for life-long learning for professionals.

*Who:* The Office for Medicine and Pharmacy in cooperation with the University Administration

*When:* 2022

*What:* The Disciplinary Domain analyses the needs for skill development among professionals in the fields of medicine and pharmacy.

*Who:* The Undergraduate and Master's Education Committees and the Research Training Committee

*When:* 2023

*What:* The Disciplinary Domain creates a digital information node for freestanding courses and other courses suitable for professionals.

*Who:* The Office for Medicine and Pharmacy

*When:* 2024

*What:* The Disciplinary Domain increases its collaboration with alumni.

*Who:* The Board of the Disciplinary Domain and the Office for Medicine and Pharmacy

*When:* 2024

#### Indicators

- › Number of applicants to freestanding courses for life-long learning.
- › Participants in contract education for professionals.



For me, it is important that our students receive the best tools for their future careers.

Ulrika Pöder, Chairman of the Program Committee for Nursing Programs, senior lecturer at the Department of Public Health and Caring Sciences

### Sub-goal 5.

Teaching personnel at the Disciplinary Domain are at the academic and professional forefront regarding pedagogics and didactics.

#### Connection to the mission, goals and strategies of Uppsala University

The sub-goal links and contributes to the university's development goal 1, as well as the strategic priorities *Quality assurance and enhancement* and *Talent attraction and career systems*.

#### Actions

*What:* The Disciplinary Domain creates the possibility for departments to apply for funding for pedagogical skill development and teaching sabbaticals for teachers.

*Who:* The Board of the Disciplinary Domain

*When:* 2024

*What:* The Disciplinary Domain creates conditions for a strengthened role for excellent teachers and for enhanced collegial learning in pedagogical work.

*Who:* The Board of the Disciplinary Domain

*When:* 2023

*What:* The Disciplinary Domain follows up if teachers, who had not finished ten weeks of academic teacher training at the time of employment, have completed the training during the first two years of employment.

*Who:* The Board of the Disciplinary Domain

*When:* 2022

#### Indicators

- › Appointed excellent teachers.
- › Granted funding for pedagogical skill development.
- › Teachers with completed academic teacher training.

### Sub-goal 6.

Teaching within the Disciplinary Domain is based on a scientific foundation and is strongly connected to current research.

#### Connection to the mission, goals and strategies of Uppsala University

The sub-goal links and contributes to the university's development goal 1, as well as to the strategic priorities *Quality assurance and enhancement* and *Internationalisation*.

#### Actions

*What:* The Disciplinary Domain investigates ways to strengthen pedagogical and subject didactics research.

*Who:* The Undergraduate and Master's Education Committees and the Research Training Committee

*When:* 2024

#### Indicators

- › Completed theses and specialisation projects.
- › Teachers with doctorates granted time to do research.





## Main goal 3

The Disciplinary Domain of Medicine and Pharmacy has a close partnership with the healthcare sector, as well as other strong, long-term collaboration networks both inside and outside the university.

### Sub-goal 1.

The Disciplinary Domain's collaboration with Region Uppsala and Uppsala University Hospital and the University's Centres for Clinical Research is based on a natural, long-term and well-functioning partnership.

#### Connection to the mission, goals and strategies of Uppsala University

The sub-goal links and contributes to the university's development goals 1, 2, 3 and 6, as well as the strategic priority *Talent attraction and career systems*.

#### Actions

*What:* The Disciplinary Domain works to strengthen the clinical anchoring in the first-cycle (bachelor's) and second-cycle (master's) education, through development of collaboration with clinical tutors and collaborative projects with clinics.

*Who:* The Board of the Disciplinary Domain and the Undergraduate and Master's Education Committees

*When:* 2023

*What:* The Disciplinary Domain strives for closer cooperation between the accountable authorities, to ensure the availability of placement positions, and to increase the quality of placements.

*Who:* The Undergraduate and Master's Education Committees and the Office for Medicine and Pharmacy

*When:* 2023

*What:* The Disciplinary Domain collaborates with Region Uppsala to develop a programme to inform about support available for clinical research.

*Who:* The Board of the Disciplinary Domain

*When:* 2022

*What:* The Disciplinary Domain and Uppsala University Hospital examine the conditions for better coordination regarding office, laboratory and research spaces.

*Who:* The Premises Committee

*When:* 2023

*What:* The Disciplinary Domain strives to make all students and co-workers, regardless of employment category and employer, feel included in the workings of the Disciplinary Domain.

*Who:* The Board of the Disciplinary Domain

*When:* Ongoing

#### Indicators

- › Published articles.
- › Combined positions.
- › Adjunct teachers.
- › Number of placement positions, relative to the need for placements

### Sub-goal 2.

The Disciplinary Domain actively strives to strengthen and deepen collaborations, both inside and outside the university, nationally and internationally, with academic partners, healthcare, the life science and pharmaceutical industries, the pharmacy sector, as well as government agencies and other universities.

#### Connection to the mission, goals and strategies of Uppsala University

The sub-goal links and contributes to the university's development goals 2, 3 and 6, as well as the strategic priority *Internationalisation*.

#### Actions

*What:* The Disciplinary Domain develops and implements incentives to support scientific collaborations inside and outside the university.

*Who:* The Board of the Disciplinary Domain and the Collaboration Committee

*When:* 2023

*What:* The Disciplinary Domain develops and implements incentives to support innovation and entrepreneurship.

*Who:* The Board of the Disciplinary Domain and the Collaboration Committee

*When:* 2024

*What:* The Disciplinary Domain develops a model for increased collaboration with the pharmacy sector.

*Who:* The Board of the Disciplinary Domain

*When:* 2023

#### Indicators

- › Granted patents.
- › Number of consortia with industrial partners.
- › Number of start-ups.
- › Adjunct teachers.
- › Competitive grants received.
- › Representation in relevant interest organisations.

**Sub-goal 3.**

Co-workers at the Disciplinary Domain are encouraged to collaborate with the wider society and to take part in the public debate.

**Connection to the mission, goals and strategies of Uppsala University**

The sub-goal links and contributes to the university's development goal 6.

**Actions**

*What:* The Disciplinary Domain develops and implements incentives to promote collaboration with the wider society, e.g., through participating in public inquiries and scientific boards, contacts with patient associations or participating in the public debate.

*Who:* The Board of the Disciplinary Domain and the Collaboration Committee

*When:* 2025

**Indicators**

- › Published popular science articles.
- › Articles in national media.
- › Unique web page visits.

**Sub-goal 4.**

Participating as an expert in public inquiries and scientific boards is seen as positive and meritorious by the Disciplinary Domain.

**Connection to the mission, goals and strategies of Uppsala University**

The sub-goal links and contributes to the university's development goal 6.

**Actions**

*What:* The Disciplinary Domain develops and implements incentives to promote collaboration with the wider society, e.g., through participating in public inquiries and scientific boards, contacts with patient associations and trade organisations or participating in the public debate.

*Who:* The Board of the Disciplinary Domain and the Collaboration Committee

*When:* 2025

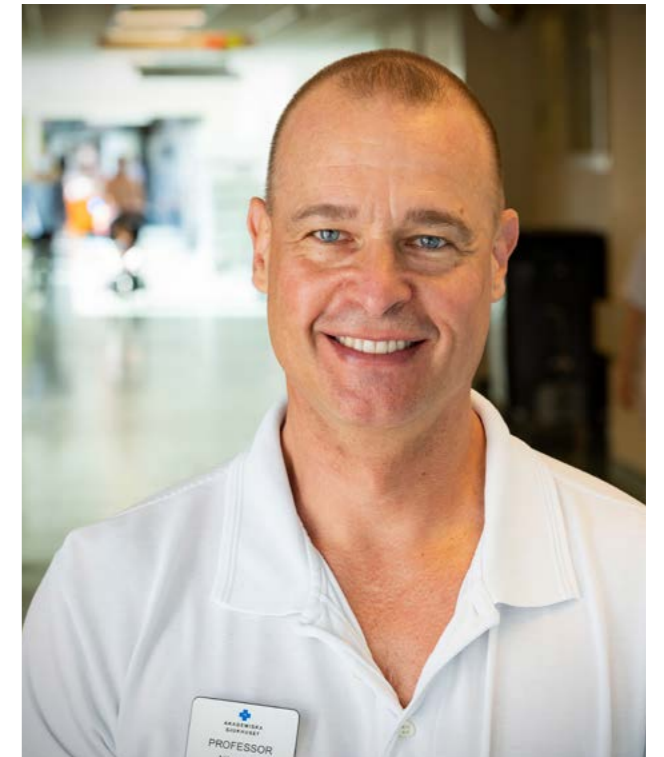
**Indicators**

- › Expert assignments for government bodies.
- › Expert assignments for interest organisations.
- › Expert assignments for patient organisations.

”

**Uppsala University Hospital is a key player at our disciplinary domain of medicine and pharmacy. We have great basis for interdisciplinary initiatives that link clinical and preclinical research.**

*Nils Hailer, Professor and consultant at the Department of Surgical Sciences*



”

**Uppsala is unique when it comes to collaborations within life science. It is close to everything and the potential is enormous.**

*Sara Mangsbo, Assistant Senior Lecturer at the Department of Pharmaceutical Biosciences*



## Main goal 4

The Disciplinary Domain of Medicine and Pharmacy has an academic culture and an environment with national and international appeal.

### Sub-goal 1.

The academic culture at the Disciplinary Domain is characterised by collegiality and diversity, and frequent interactions within the Disciplinary Domain enable new cooperative projects.

#### Connection to the mission, goals and strategies of Uppsala University

The sub-goal links and contributes to the university's development goal 2.

#### Actions

*What:* The Disciplinary Domain develops and implements incentives to support scientific collaborations inside and outside the university.

*Who:* The Board of the Disciplinary Domain and the Collaboration Committee

*When:* 2023

### Sub-goal 2.

The pursuit of excellence and quality in research and education is based on an approach founded on ethics and respect, shared by the entire Disciplinary Domain

#### Connection to the mission, goals and strategies of Uppsala University

The sub-goal links and contributes to the university's development goals 1 and 2.

#### Actions

*What:* The Disciplinary Domain works to provide training in current regulations regarding re-search ethics and good research practice.

*Who:* The Board of the Disciplinary Domain and the Office for Medicine and Pharmacy

*When:* Ongoing

*What:* The Disciplinary Domain works to produce instructions on the responsibilities of research group leaders regarding research ethics.

*Who:* The Board of the Disciplinary Domain and the Office for Medicine and Pharmacy

*When:* 2023

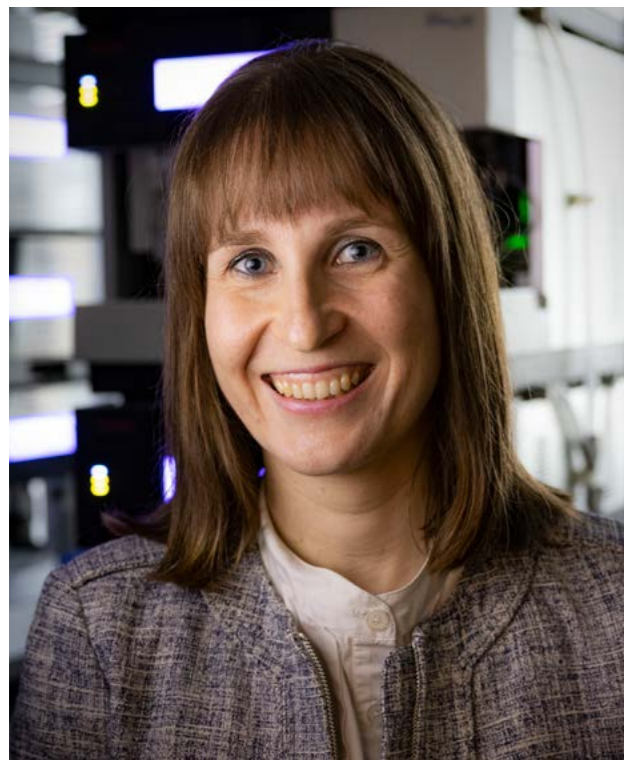
#### Indicators

› Participation in training in research ethics and good research practice.

”

**In my field, there are enormous opportunities. Our everyday work can consist of world-leading research and patient-centered meetings in a care environment. What a combination!**

*Elham Rostami, Associate Professor and consultant neurosurgeon at the Department of Neuroscience*



”

**Research at Uppsala University is truly transnational. I am proud to be active in a disciplinary domain that, in so many ways, contributes to a better world.**

*Alexandra Teleki, Assistant Senior Lecturer at the Department of Pharmacy*

### Sub-goal 3.

The Disciplinary Domain is characterised by inclusive and respectful employeeship, with a sound physical and psychosocial work environment.

#### Connection to the mission, goals and strategies of Uppsala University

The sub-goal links and contributes to the university's development goals 1, 2 and 4, as well as the strategic priorities *Quality assurance and enhancement* and *Talent attraction and career systems*.

#### Actions

*What:* The Disciplinary Domain develops a programme for structured and tailored introduction of new employees, and for persons given new assignments.

*Who:* The Board of the Disciplinary Domain and the Office for Medicine and Pharmacy

*When:* 2022

*What:* The Disciplinary Domain develops a structure to enhance recruitment to collegial assignments.

*Who:* The Board of the Disciplinary Domain

*When:* 2023

*What:* The Disciplinary Domain develops and communicates a vision for a sound work environment and good employeeship.

*Who:* The Board of the Disciplinary Domain and The Office for Medicine and Pharmacy

*When:* 2025

#### Indicators

- › Participation in training for introduction of new co-workers.
- › The number of unique individuals with collegial assignments.
- › Sick leave.

### Sub-goal 4.

Everyone working within the Disciplinary Domain has knowledge of and access to high-quality platforms, local and national research infrastructure, as well as pedagogical tools and well-functioning administrative support.

#### Connection to the mission, goals and strategies of Uppsala University

The sub-goal links and contributes to the university's development goal 4, as well as the strategic priorities *Infrastructure* and *Support and environment*.

#### Actions

*What:* The Disciplinary Domain reviews the current support system for local and national research infrastructure.

*Who:* The Board of the Disciplinary Domain and the Research Infrastructure Committee

*When:* 2024

*What:* The Disciplinary Domain gives heightened visibility to existing research infrastructures by creating a shared web portal.

*Who:* The Research Infrastructure Committee and the Office for Medicine and Pharmacy

*When:* 2023

#### Indicators

- › Use of research infrastructure.
- › Unique web page visits.



## Main goal 5

The Disciplinary Domain of Medicine and Pharmacy works actively and strategically with competence provision, career development, mentorship and collegial leadership.

### Sub-goal 1.

The Disciplinary Domain recruits highly qualified people in all areas, and all employees at the Disciplinary Domain have well-developed career paths and individual career plans.

#### Connection to the mission, goals and strategies of Uppsala University

The sub-goal links and contributes to the university's development goals 1 and 2, as well as the strategic priorities Internationalisation and *Talent attraction and career systems*.

#### Actions

*What:* The Disciplinary Domain develops a joint programme together with concerned collaboration partners, to create transparent and distinct career paths and to facilitate recruitment to combined positions.

*Who:* The Board of the Disciplinary Domain  
*When:* 2023

*What:* The Disciplinary Domain develops a programme, encompassing a physical establishment in Uppsala and start packages with designated resources, to facilitate the recruitment of international talents.

*Who:* The Board of the Disciplinary Domain, the Recruitment Committees and the Office for Medicine and Pharmacy  
*When:* 2024

*What:* The Disciplinary Domain revises *Guidelines and assessment criteria*, to clarify existing career paths and promotion criteria, as well as to strengthen quality aspects of merit assessment.

*Who:* The Board of the Disciplinary Domain  
*When:* 2023

*What:* The Disciplinary Domain revises the form of the competence provision programme, so that it becomes forward-looking and known to the staff

*Who:* The Board of the Disciplinary Domain, the Medical and Pharmaceutical Committees and the Office for Medicine and Pharmacy

*When:* 2024

*What:* The Disciplinary Domain develops models for career planning and career development, with the possibility for professional career development for all employees.

*Who:* The Board of the Disciplinary Domain and the Office for Medicine and Pharmacy

*When:* 2025

#### Indicators

- › Staff turnover.
- › Applications to combined positions.
- › International teacher recruitments.
- › Applicants ranked as the premier candidate in recruitment, who accept the position offered.

”

**With our experience and competence to help care recipients to a healthy life, is a social responsibility to be proud of.**

*Agneta Skoog Svanberg, Professor and midwife at the Department of Women's and Children's Health*



### Sub-goal 2.

**Structured and tailored introductions are offered to all new employees within the Disciplinary Domain, and all employees and other personnel within the Disciplinary Domain have access to mentorship programmes.**

#### Connection to the mission, goals and strategies of Uppsala University

The sub-goal links and contributes to the university's development goals 1 and 2, as well as the strategic priority Talent attraction and career systems.

#### Actions

*What:* The Disciplinary Domain develops guidelines for and implements mentorship programmes within the Disciplinary Domain, encompassing grant applications, and career and supervision support.

*Who:* The Board of the Disciplinary Domain and the Office for Medicine and Pharmacy

*When:* 2025

#### Indicators

- › Participation in introduction courses for research supervisors.
- › Participation in training for introduction of new co-workers.
- › Participation in mentorship programmes.

### Sub-goal 3.

**The Disciplinary Domain is an obvious choice for prospective doctoral students, which is facilitated by recruitment campaigns and the Domain's range of research tracks and research schools.**

#### Connection to the mission, goals and strategies of Uppsala University

The sub-goal links and contributes to the university's development goal 2, as well as the strategic priority *Talent attraction and career systems*.

#### Actions

*What:* The Disciplinary Domain develops a programme to recruit doctoral students through co-ordinated campaigns.

*Who:* The Board of the Disciplinary Domain and the Research Training Committee

*When:* 2022

#### Indicators

- › Recruited doctoral students with a degree from Uppsala University, another Swedish university or a foreign university, respectively.
- › Doctoral students recruited through coordinated campaigns.

### Sub-goal 4.

**The employees, students and people otherwise engaged at the Disciplinary Domain are all included in the collegial decision-making processes, and encouraged to take on leadership positions during various phases of their careers.**

#### Connection to the mission, goals and strategies of Uppsala University

The sub-goal links and contributes to the university's development goals 1 and 2, as well as the strategic priorities *Quality assurance and enhancement* and *Talent attraction and career systems*.

#### Actions

*What:* The Disciplinary Domain develops a programme to support growing into the role of leader.

*Who:* The Board of the Disciplinary Domain

*When:* 2024

*What:* The Disciplinary Domain develops a programme to support strong and well-developed leadership at all levels.

*Who:* The Board of the Disciplinary Domain

*When:* 2025

#### Indicators

- › Participation in mentorship programmes.
- › Unique individuals with leadership assignments.
- › Participation in leadership training.

”

**To see young talents succeed in our field of science is extremely stimulating. We are many ambitious researchers who together, can make a big difference.**

*Johan Kreuger, senior lecturer and head of the Department of Medical Cell Biology*



# Mission and work methods of the project

## Preconditions

On 12 December 2019, the University Board, or Konsistoriet, adopted the document Uppsala University: *Mission, Goals and Strategies* (UFV 2018/641). At the same time, the Board tasked the Vice-Chancellor with implementing and following up the document, including through the adoption of indicators.

The Vice-Chancellor decided on 19 May 2020 to task the Boards of the Disciplinary Domains with implementing the goals and strategies within their respective organisations. The implementation was to include the creation of strategic plans, as well as indicators and timed target figures. The Boards of the Disciplinary Domains are to report their respective results to the Vice-Chancellor no later than 3 May 2021.

## Mission

The Board of the Disciplinary Domain of Medicine and Pharmacy decided on 26 August 2020 that the implementation of goals and strategies should be performed through a project, for which Vice-Rector Mats Larhed was the project manager.

The role of the project manager was to coordinate and lead, while most of the work was to be performed in three thematic working groups. The themes of the working groups were research and third-cycle (doctoral) education, first-cycle (bachelor's) and second-cycle (master's) education, and organisation.

The Board of the Disciplinary Domain found that the process would need the widest participation possible, from all groups of people active in the Disciplinary Domain. To achieve that, the decision was made to procure the services of an external facilitator, with broad experience of similar processes at other European universities, to implement workshops with wide participation.

The members of the three thematic working groups were appointed by the Executive Committee of the Board of the Disciplinary Domain on 2 and 9 September 2020.

## Organisation

Vice-Rector Mats Larhed has been the *project manager*, responsible for leading and co-ordinating the implementation project.

Analyst Oskar Fahlén Godö has been the *project secretary*, responsible for the operational implementation of the project.

To support the project secretary, there has been a *project staff*: communications officer Ebba Burman, faculty officer Jenny Carlsson, administrator Agneta Mattsson and multi-media producer Ida Renström. Web editor Petter Cronsten has been responsible for the project's web page.

Following public procurement, Dr Han Rakels was given the role of *facilitator*, to design and enact workshops.

## Composition of the thematic working groups

The thematic working groups were planned to have the following composition:

- › one convener from the leadership of the Disciplinary Domain (Deputy Vice-Rector and the two Deans),
- › six to eight teachers, researchers or other representatives from the organisation,
- › one student, and
- › two officers from the Office for Medicine and Pharmacy.

### Research and third-cycle (doctoral) education

- › Dean Karin Forsberg Nilsson, convener
- › Project coordinator Krister Halldin, group secretary
- › Senior faculty administrator Anna Lindberg
- › Professor Per Artursson
- › Professor Mikael Hedeland
- › Researcher Ingrid Glimelius
- › Professor Tove Fall
- › Adjunct senior lecturer Joachim Burman
- › Professor Alkistis Skalkidou
- › Professor Ulf Landegren
- › Professor Kerstin Lindblad-Toh
- › Professor Mia Phillipson

### First-cycle (bachelor's) and second-cycle (master's) education

- › Dean Mathias Hallberg, convener
- › Senior faculty administrator Amelie Fondell, group secretary
- › Study advisor Anna-Lena Blom
- › Associate senior lecturer Per Larson
- › Senior lecturer Anne-Lie Svensson
- › Professor Marie Allen
- › Professor Peter Hansell
- › Senior lecturer Henrik Johansson
- › Senior lecturer Lionel Guy
- › Senior lecturer Maria Grandahl
- › Senior lecturer Stina Syvänen
- › Student Nese Uslan

### Organisation

- › Deputy Vice-Rector Eva Tiensuu Janson, convener
- › Faculty officer Johan Liljeros, group secretary
- › Project coordinator Anna Sjöström
- › Professor Göran Alderborn
- › Professor Arja Harila-Saari
- › Professor Magnus Svartengren
- › Professor Ulrika Winblad
- › Researcher Kristian Sandberg
- › Associate senior lecturer Henrik Boije
- › Professor Nils Hailer
- › Senior lecturer Jenny Hallgren Martinson

## Work methods

### The work of the working groups

The implementation of goals and strategies within the Disciplinary Domain of Medicine and Pharmacy has primarily been carried out by the thematic working groups. Based on their respective themes, research and third-cycle (doctoral) education, first-cycle (bachelor's) and second-cycle (master's) education and organisation, the working groups have produced proposals for goals, actions and indicators.

The working groups took part in a joint training day on 25 September 2020, and have after that worked separately. They have participated in, and collected materials from, the workshops on 5 and 6 October 2020. These materials have been the basis for the work of formulating proposals for goals and strategies. Early drafts of the groups' proposals were the basis for discussions during the digital seminars on 18–22 January 2021. During the period of October 2020 to January 2021, suggestions have been sent to, and processed by, the working groups.

The working group for research and third-cycle (doctoral) education has had six meetings during the course of the project.

The working group for first-cycle (bachelor's) and second-cycle (master's) education has had six meetings during the course of the project.

The working group for organisation has had six meetings during the course of the project.

The working groups presented their final proposals on 28 January 2021. A joint proposal regarding vision and main goals for the Disciplinary Domain was agreed upon at a joint digital meeting on 2–3 February. A smaller working group was appointed to prioritise sub-goals, which was done on 8 and 11 February.

### Workshops and other meetings

One of the goals of the project was to engage and get feedback and suggestions from as many people active at the Disciplinary Domain as possible. To achieve this, an external facilitator, with the assignment to design and lead workshops open to everyone, was procured.

The procured facilitator was Dr Han Rakels, from the organisation Perspective. Rakels has extensive international experience of leading and facilitating change processes, not least in the university sector. Rakels helped create and lead the training day for the working groups on 25 September and the workshops on 5–6 October 2020.

The project staff organised the training day on 25 September. The project staff also organised four workshops, of which three were held in physical form in the University Building and one, on 5–6 October 2020, was digital. In all, 193 persons were registered. More than 150 attended, and quite a few attended several workshops. All

the events were organised in strict compliance with then prevailing COVID-19-related restrictions.

The project staff also organised five smaller digital seminars on 18–22 January. A total of 130 persons were registered and 73 attended.

The project staff also held three digital information meetings, in connection with the referral of the draft proposal of goals and strategies, on 8, 11 and 12 March. More than 60 people attended the information meetings, many of them attending more than one meeting.

### Referral of draft proposal

During the month of March, a draft proposal was referred to the Departments and Centres of the Disciplinary Domain, to the boards and committees subordinate to the Board of the Disciplinary Domain and to the relevant student unions for comments.

The draft proposal was also published on the campaign site on the Disciplinary Domain's web page, and all employees, students and other personnel within the Disciplinary Domain were encouraged to comment, if they so wished.

In total, 27 comments were received.

### Communication

It has been instrumental for the implementation of the project to have functioning communication with the people active within the Disciplinary Domain. The project staff has developed a communicative concept for the project and created a campaign site on the web page of the Disciplinary Domain: [www.medfarm.uu.se/vision](http://www.medfarm.uu.se/vision).

Relevant information has been gathered on this web page, and continuously updated. This included presentations of the project, drafts from the working groups and an email address, to which questions, opinions and proposals could be sent. People have been able to register for workshops and seminars via the web page, and the draft version of goals and strategies has been published there.

Invitations to the different events have been sent out by email via mailing lists to all employees within the Disciplinary Domain. Invitations have also been sent specifically to heads of departments, centre directors and others, with instructions to forward the invitations to people who are active within the Disciplinary Domain without being employees of the university. In cooperation with the communications office at Uppsala University Hospital, invitations have been distributed physically and digitally at the hospital. The concerned student unions have also received invitations and were asked to distribute them through their own information channels. However, it proved to be very difficult to attract students to participate in the various events.

Ahead of the workshops on 5–6 October, the project staff also worked with other methods to spread the invitation: posters

on notice boards on the different campuses, digital information boards, sponsored Facebook posts, the Vice-Chancellor's blog on uu.se and printed invitations mailed to identified key people.

The project staff has also worked with video clips. Interviews were made during the training day on 25 September and the workshops on the 5-6th of October, and the resulting materials were edited into video clips published on the project web page.

### Schedule

The project was performed with the following schedule:

- › *August 2020:* The Board of the Disciplinary Domain decided on the project model.
- › *September 2020:* The Executive Committee of the Board of the Disciplinary Domain appointed members of the thematic groups. A facilitator was procured. The working groups were formed, and began their work with a training day on 25 September.
- › *October 2020:* Four major workshops, three physical and one digital, were held on 5–6 October.
- › *October 2020–February 2021:* The working groups produced their draft proposals.
- › *January 2021:* Five digital seminars, led by the working groups, were held on 18–22 January.
- › *February 2021:* A digital meeting for all the working groups and the project leadership was held on 2–3 February. The purpose was to adjust the proposals of the working groups and mould them into a joint draft proposal of goals and strategies.
- › *March 2021:* The draft proposal of goals and strategies was referred to the Disciplinary Domain for comments. Three open, digital information meetings were held on 8, 11 and 12 March. A co-determination negotiation pursuant to MBL (the Co-determination in the Workplace Act) was held.
- › *April 2021:* The Board of the Disciplinary Domain adopted goals and strategies on 21 April.
- › *May 2021:* The Board of the Disciplinary Domain reported the newly adopted goals and strategies to the Vice-Chancellor on 3 May. The task of disseminating and implementing goals and strategies commenced.

### Pandemic-related difficulties

Restrictions due to COVID-19 resulted in extensive efforts to make the performance of the training day on 25 September and the workshops on 5–6 October as safe as possible for participants and organisers. By necessity, this meant that the number of participants was lower than it would have been under normal circumstances.

The increased spread of infection in the autumn of 2020 led to more severe restrictions, which in turn made it impossible to perform the planned follow-up workshops in November. To compensate for this, while ensuring the project could still receive valuable feedback, five digital seminars were instead held in mid-January.

It can be stated that the restrictions with regard to COVID-19 made the work with the project more difficult. Zoom has been a very valuable tool making it possible to hold meetings and events, but has required more resources for planning and performance than more traditional meetings would have done.







UPPSALA  
UNIVERSITET

Adopted by the Board of the Disciplinary Domain of Medicine and Pharmacy on 21 April 2021

[www.medfarm.uu.se](http://www.medfarm.uu.se)