

Vision: Fostering world-class science and scientists for societal relevance

Medfarm contributes to the society of tomorrow by promoting outstanding science and innovations to make a real difference for human health and disease. Individual scientists and the leadership join hands to build an inclusive and highly collaborative research environment.

Strategic goal 1: Research communities built on excellence, diversity, a first-class work environment and ethical conduct

Ambition: Medfarm is built on strong research communities that enable both excellence and breadth. The Medfarm culture is based on diversity, mutual respect and inclusion, promoting interactions at all career stages and in a cross-disciplinary environment. With the highest standards for research ethics and integrity as integral components communicated clearly by the leadership, Medfarm maintains an accommodating and transparent research culture.

Action 1: Define and communicate how Medfarm ensures the well-being of all co-workers, and encourages and supports co-worker engagement and professional improvement.

Action 2: Medfarm forms and enhances scientific communities spanning across departments/faculties with strong ties nationally and internationally. As an example, Medfarm works closely with SciLifeLab as a national research environment at the international forefront.

Action 3: Prioritize and support high-level research seminars. A dedicated portal for seminars, as well as modern Internet-based tools make these talks readily available to everyone at Medfarm.

Action 4: Medfarm stimulates innovation and entrepreneurial activities in order to enhance Uppsala's position as a leader in the industrial life science sector.

Strategic goal 2: Medfarm forges strong and resilient ties with the health care sector

Ambition: Medfarm recognizes the importance of bridging university and health care, as these are inseparable partners and rely on each other for scientific advances and practical implementation. Research at Medfarm is seamlessly intertwined with Region Uppsala, clinical research centers in sjukvårdsregion Mellansverige, as well as national and international clinical partners to enable translation of discoveries.

Action 1: Research at Medfarm leads to evidence-based implementation of new ideas in the form of therapies, technologies and new clinical guidelines.

Action 2: Medfarm is working together with Region Uppsala to create transparent career paths for combining academic and clinical careers for all healthcare professionals, and to ensure a first-class physical and intellectual working environment.

Action 3: Medfarm recognizes the challenges of combining work in health care with PhD studies, and is actively monitoring the status of clinical PhD students to ensure that their individual study plans are followed.

Action 4: Medfarm works with Region Uppsala to coordinate available support to clinical researchers.

Action 5: Medfarm and Uppsala University Hospital share offices, lab spaces and research facilities to enable collaboration.

Strategic goal 3: Research output

Ambition: Research at Medfarm is at the highest international standard. Medfarm supports implementation of research, and acknowledges that cross-disciplinarity is an asset for innovation at a broad university such as Uppsala University. Acknowledging that research at Medfarm serves to improve health and well-being, we constantly strive for excellence and research of the highest quality. We also acknowledge the need for research-linked education, and ensure a breadth of subjects for all educational programs.

Action 1: Encompass investigator-initiated basic research to allow for novel, also unexpected, discoveries.

Action 2: Develop success indicators that are based on quality measurements, to increase the quality and impact of our scientific publications. Develop methods to define excellence according to the prerequisites of different research areas, which should include e.g. field-normalized measurements to better guide how Medfarm rewards success. This is an important measure for both career promotion and to direct faculty funds.

Action 3: Medfarm prioritizes outreach activities, as a way of engaging with society. Medfarm interacts with patient associations and technology transfer bodies to further develop our research and innovations, and to ensure that discoveries reach patients. Members of Medfarm engage in national and international scientific societies.

Strategic goal 4: Recruitment

Ambition: Medfarm attracts and retains high-profile individuals of all relevant professional backgrounds. As an academic cornerstone, scientists at all levels are included in the collegial processes and duties. Medfarm educates tomorrow's leaders in academy, healthcare, industry and government by providing first-class learning environments for PhD students and postdocs.

Action 1: Increase the visibility of Uppsala university internationally to attract talented individuals. The attraction of Medfarm and Uppsala increases by the provision of start-up packages for selected recruited individuals establishing themselves at Medfarm.

Action 2: Support the progress of assistant senior lecturers and senior lecturers by clearly defined and communicated tenure track criteria and mentoring programs customized to specific career segments.

Action 3: Shorten the timelines of the recruitment process.

Action 4: Provide excellent and continuous leadership training, and require that academic leaders continuously develop their leadership skills.

Action 5: To increase visibility and transparency of PhD student recruitment, Medfarm announces doctoral student positions in coordinated campaigns. To increase the students' insights in ongoing research at Medfarm, some programs provide rotations before matching doctoral students to supervisors and projects.

Action 6: All doctoral students are part of a strong research community, for example through "research tracks" implemented by Medfarm. Graduate schools are also available via some Research Centers (e.g. Antibiotic Center and Womher)

Action 7: The syllabus for doctoral students matches the need for time allocation throughout the doctoral studies and courses are clearly advertised. Examples of this are advanced courses on how to use cutting edge technologies in doctoral research projects.

Action: Emphasize quality over quantity in the output of Ph theses.

Strategic goal 5: Resources (funding and infrastructure)

Ambition: Medfarm scientists are competitive in receiving national and international funding awards. Infrastructure at Medfarm is state-of-the-art, and supports research with technologies and capabilities.

Action 1: Medfarm actively supports formation of strong consortia for grant applications, where cross-disciplinary and/or complementary competences increase the ability to compete. Examples hereof are matchmaking events such as speed-dating, Medfarm conferences, or network analysis (by e.g. keywords and publication patterns).

Action 2: Grant-writing workshops and internal peer review are tools to reach the strategic goals. Medfarm manages this both through participation of experienced internal researchers with a strong track record of attracting funding, and by engagement of external advisors. Recurrent workshops and internal peer review train and support doctoral students, young scientists as well as more senior investigators in successful grant writing.

Action 3: Medfarm's Research Support Unit is well-versed in complex and demanding applications, such as Horizon Europe and NIH grants. The Research Support Unit provides, when necessary, templates for texts specific to recurrent funding schemes, e.g. EU. Provide financial support upon assessed potential for approval, to write more complex applications that require formation of large consortia and coordination of efforts.

Action 4: Medfarm proactively strives to influence funding priorities nationally and at the European level.

Action 5: Medfarm scientists have access to state-of-the-art infrastructure made possible by the support of Medfarm to local and national infrastructures. Existing infrastructures are given additional visibility, e.g. by a UU-wide infrastructure portal. Prioritize compute and storage resources for large data handling, as well as procedures to increase efficacy of biobanks, for sample collection and withdrawal.

Action 6: Ensure that support and administrative functions are of the highest quality to assist and maintain research and other core areas.