



FACULTY OF MEDICINE

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Review Committee

- | | |
|------------------------|---|
| John Bell | <ul style="list-style-type: none">• Regius Professor of Medicine• Acute General Medicine• Immunology, Genetics |
| Gavin Screaton | <ul style="list-style-type: none">• MRC Senior Fellow• Acute General Medicine• Immunology, Molecular Biology |
| Kay Davies | <ul style="list-style-type: none">• Professor & Head of Dept Anatomy & Genetics• Honorary Director MRC Functional Genomics Unit• Genetics |
| Peter Ratcliffe | <ul style="list-style-type: none">• Professor & Director of Centre for Cellular & Molecular Physiology• Renal Medicine• Hypoxic Sensing |
| Valerie Beral | <ul style="list-style-type: none">• Professor & Director of Cancer Research UK Epidemiology Unit• Large-Scale Prospective Studies |



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The Changing Face of Biomedical Sciences

- Small scale \Rightarrow large scale
- Impact of the genome
- Technology driven
- Old models (i.e. clinical research) are being transformed
- Critical mass in limited number of areas



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‘With respect to quality, to become the leading faculty in Sweden in research and one of the leading ones in Europe’

- Strategic Plan for the Faculty of Medicine, Lund University, 2001



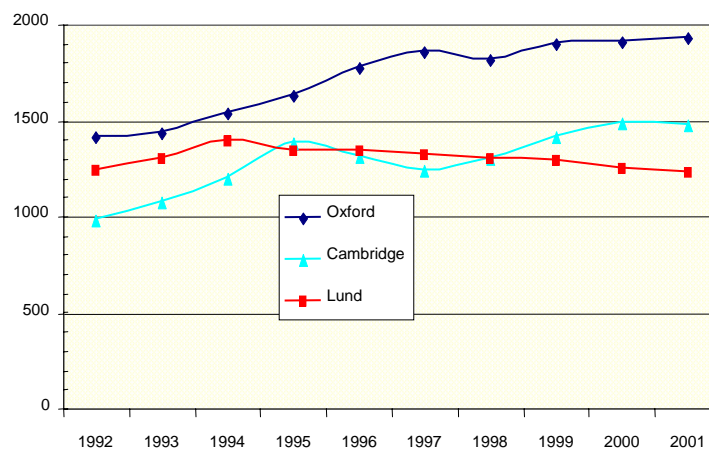
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Review of Science

- 'RAE' type review of research groups would score 4 or 5, not 5*
- Some areas of real excellence
- Clinical staff often not competing at international level
- Second largest grant earner in Sweden
- Not yet competitive with best European research institutions



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Highly Cited Journal Publications

| School | 92-96 | 92-96% | 97-01 | 97-01% |
|-----------|-------|--------|-------|--------|
| Lund | 527 | 8.1 | 734 | 11.3 |
| Oxford | 1576 | 20.4 | 2507 | 32.4 |
| Cambridge | 1220 | 20.5 | 1832 | 30.8 |



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Strengths and Opportunities at Lund

- Excellent infrastructure**
- Strong central administration**
- Excellent emerging science programmes**
- Excellent success rate in national grant competition**
- Highly competitive publication record**
- Outstanding young trainees**
- Good use of ALF funding**
- Proximity to strong commercial environment**



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Constraints on Lund Research

External Funding

Distribution of internal resource

Wide divergence in departmental structure and effectiveness

Excessively large and aging Faculty

Excess of graduate students and too few post-docs

No strategic research input

Lack of leadership in specific programmes

Sub-optimal use of ALF

Cross-subsidy to over-stretched health service

Inadequate IPR protection and exploitation



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Management

- **‘Bottom-up’ and ‘top-down’ management**
- **Centralised administration of grants**
- **Programme-focussed organisation**
- **Protect clinical relationships**
- **Strategic oversight to define programmes and leaders**
- **Core facilities for large-scale science managed centrally**



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Strategy Committee

- Identify programme fields for support
- Identify leaders
- Identify care technology for large-scale science
- Identify areas of science for development
- Succession Planning



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Human Resources

- Reduce graduate student numbers by 30-50%
- Establish post-doctoral programme
- Reduce tenured staff by 20% and make Headroom for more junior faculty
- Clinical staff should be funded by Health Service
- International recruitment should be strengthened



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Reforms made based on the external review

- 20 departments merged into 6
- Increased focus on interdisciplinary research programs
- International Scientific Advisory board
- Allocation of all faculty funds based on peer-review
- Research strategy committee



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