



STRATEGIC PLAN
2017-2020

APPROVED DIRECTION COMMITTEE – 2017 10 31

Table of contents

| | |
|---|----|
| PREAMBLE | 2 |
| MISSION, VISION AND VALUES | 4 |
| DISTINCTIVENESS | 6 |
| STRATEGIC THEMES AND KEY ACTIONS | 7 |
| IMPLEMENTATION & FOLLOW-UP | 13 |
| ANNEXES | 14 |
| SWOT | 14 |
| ROADMAP & PROCESS FOR DEVELOPING THE STRATEGIC PLAN 2017-2020 | 18 |

PREAMBLE

Currently, ISGlobal is a center that focuses on global and public health and holds an internationally acknowledged position in the field. To make it possible, a wide range of public institutions in Catalonia and Spain had to share their vision and effort, and a decisive and generous contribution from La Caixa Foundation was also necessary. In this way, the integration of two research centers (CRESIB and CREAL) and a translation center (ISGlobal) has given rise to a center for research, translation and training in global and public health that hosts more than 400 people from 28 countries and faces the future standing on solid institutional and scientific ground.

The new ISGlobal has a number of distinctive traits that make it an ambitious benchmark center in European science. ISGlobal works on global and public health by integrating research, translation and education to improve health and health equity worldwide. It has a broad portfolio in communicable and non-communicable diseases including environmental and climate determinants. ISGlobal's approach is multidisciplinary in nature, ranging from the molecular level to the population level and including disciplines from health sciences, life sciences and environmental sciences. ISGlobal is globally connected through its wide network of partners across high-, medium- and low- income countries, including a long-term institutional partnership with the Fundação Manhiça – Centro de Investigação em Saúde de Manhiça (FM-CISM) in Mozambique.

This promising reality is not without significant challenges, and this is why the present strategic plan is particularly important. ISGlobal merging process was legally completed in June 2016. However, the merging process started in 2013 with the “Strategic Basis for the Alliance” which were developed in 2013-14 and remained active during the complete merging period. In the most recent follow-up, performed in December 2016, most of the key actions had been already implemented (see: “Updated follow-up of the Strategic Bases actions”) and the new strategic cycle for the 2017-2020 period was initiated.

The current ISGlobal's Strategic Plan has been developed during the last 12 months through a wide participative work and consultation including several retreats and working groups. The process has included all ISGlobal areas: Research, Innovation, Policy and Global Development, Education and Training, Management and

Governance. The resulting ISGlobal Strategic Plan 2017-2020 should define the main priorities and guide the strategic decisions during the coming years to guarantee that ISGlobal continues evolving as a internationally leading scientific institution in global and public health.

MISSION, VISION AND VALUES

The Mission, Vision and Values were defined in October 2013 as part of the Strategic Bases 2014-2016, and have been kept as they were for the Strategic Plan 2017-2020.

VISION

A world class research and translation centre in Global Health working towards a world in which all people can enjoy health.

MISSION

To improve Global Health and promote Health Equity, through excellence in research, translation and application of knowledge.

Values:

(The goal of the following short explanations is to provide an overview of the chosen terms)

1. Excellence

We consider excellence in research as a *sine qua non* condition to fulfil our mission. This must be achieved through innovative and competitive research, through national, international and multidisciplinary collaborations.

2. Commitment to Public Health

We view our research as a scientific area within Public Health and express our willingness and commitment towards contributing to Public Health actions to promote the health of populations.

3. Independence

We preserve our scientific independence by setting our own goals and through pursuing them accordingly.

4. Respect for Diversity

We develop projects and solutions aimed at meeting the challenges of Global Health, while respecting the diverse social and cultural context where they are implemented.

5. Highest Ethical Standards

We conduct our research following the highest ethical standards and applying existing codes of good scientific practice.

6. Creativity in a friendly work environment

We are committed to promoting respectful and productive workplaces. We honour personal and professional differences and strive to create an environment that allows balance between our professional and personal lives, and that creates a workplace that we can be proud of.

7. Fairness, Accountability and Transparency

We accept our responsibility to ensure that management and research are open and transparent and that decisions are justified. Our staff members are responsible and accountable for the actions and decisions they make regarding management and research and for the resulting outcomes. We provide assurance that management and research undertaken are appropriate and that policy and legislative obligations are being met.

DISTINCTIVENESS

ISGlobal's distinctiveness is characterized by:

- Working on global and public health through the integration of research, innovation, translation and education to focus on improving health and health equity worldwide.
- Broad portfolio in communicable and non-communicable diseases and their environmental determinants.
- A multidisciplinary faculty including disciplines from health sciences, life sciences and environmental sciences, from the molecular level to the population level, to bring evidence into action.
- A strong international, creative, talent-focused environment.
- Close links with two leading hospitals and two universities, which provides opportunities for both collaborating with clinicians and pre- and post-graduate teaching.
- Global reach and partnerships across high-, medium- and low- income countries, including a long-term partnership with the FM-CISM in Mozambique.
- Broad and strong institutional governance, with increased private participation that helps secure institutional and financial sustainability in a challenging economic and social environment.

STRATEGIC THEMES AND KEY ACTIONS

Strategic Theme 1: Strengthening and consolidating the Institution.

Overall Aim: Develop ISGlobal as an international reference in research, translation and education based on an innovative partnership among private and public trustees.

Key actions:

1. Strengthen the existing strategic partnerships with our private and public trustees in research, translation and education, working together to facilitate that their continued support to ISGlobal is appropriately appreciated by the society, and explore the inclusion of new trustees.
2. Put in place a robust, effective, inclusive and transparent leadership model taking into account the strengths and limitations identified during the post-merger phase.
3. Strengthen and consolidate ISGlobal brand as an international centre in global and public health research, translation and education.
4. Establish and consolidate an External Advisory Committee and the International Global Health Partnership Board to provide high level external evaluation and advice.
5. Implement the gender plan (and additional measures when necessary) as to make of gender equity an institutional commitment at all levels and activities.
6. Reinforce the ISGlobal network and regional presence by further developing the strategic local and international partnerships; starting with the potential of the existing partnerships in Mozambique, Bolivia and Morocco and exploring new strategic international alliances to promote geographic expansion/diversity.

Strategic Theme 2: Reinforcing excellence for impact.

Overall Aim: Consolidate an institutional portfolio that respond to the more relevant health needs and health equity gaps by developing new knowledge, maximizing its translation and impact.

Key actions:

1. Strengthen the scientific coherence and functionality of the scientific organization including the integration and renewal of the research programs and the internal scientific committee.
2. Promote and reinforce the scientific excellence by strengthening the existing and new research lines taking into account: i) the analysis on internal research gaps, ii) the external evaluation and advice, and iii) the competitive opportunities.
3. Guarantee the appropriate structural support to group leaders reinforcing the scientific career model based on international recruitment and continued external evaluation.
4. Reinforce the access of the ISGlobal members to the necessary core facilities through both the internal services and the shared core facilities (CAMPUS UB-CLINIC FACILITIES and PRBB).
5. Develop a robust strategy and infrastructures to secure high quality standards for data management, storage and high-performance computing and biobank, adopting the guiding principles for scientific data management, open data and stewardship.
6. Implement the ISGlobal innovation strategy supporting the faculty ideas and projects and exploring alternatives for innovation. Deploying the Intellectual Property (IPR) and Knowledge and Technology Transfer (KTT) Policies.

7. Develop an integrative framework to strengthen the ISGlobal role in translation and education taking into account the new international frameworks like the SDGs and emerging priority topics as Planetary Health, and reinforcing our presence in strategic international bodies (WHO, EC, etc).

8. Strengthen and improve the translational ISGlobal Initiatives expanding their coverage to research on NCDs, climate and environment. Developing impact indicators beyond scientific publications.

Strategic Theme 3: Educating and learning for the future.

Overall Aim: Consolidate ISGlobal as an affiliated institute to UB and UPF, and as a global educational hub in global and public health.

Key actions:

1. Strengthen and expand the current education portfolio in Global and Public Health with programs in communicable and non-communicable health problems and their environmental determinants.
2. Fully develop as University Research Institute (UPF and UB) in close collaboration with our mother Universities with capacity to promote our faculty to hold university positions and to ascribe and accredit postgraduate and other programs as the ISGlobal PhD program.
3. Strengthen the PhD program providing support and follow up to the PhD students, facilitating their international mobility and giving them access to training activities.
4. Provide access of ISGlobal staff to training programs, according to HR training policy to ensure continuous education and capacity strengthening of ISGlobal staff careers.
5. Strengthen our capacity building and strengthening activities in knowledge translation for researchers and global health professionals in collaboration with our international partners

Strategic Theme 4: An innovative, efficient and sustainable institution.

Overall Aim: Develop and implement a robust and innovative management and funding strategy that responds to the needs of the post-merger phase and guarantees that all support services and process are adequately integrated and its quality and efficiency is improved.

Key actions:

1. Promote talent as a central axis of our organization adopting and implementing the HRS4R certification to provide a stimulating and participative international working environment.
2. Develop a strategy for funding diversification including both public and private sources and institutions by i) increasing our capacity to advocate for and attract local and international funds through partnerships and alliances with key international actors; ii) developing a targeted fundraising program;
3. Optimize project management to deliver the best service to our researchers, departments and funders.
4. Implement a state of the art information and communication technology infrastructure (ICT) securing an appropriate integration in a single information system to facilitate management and decision-making.
5. Improve the space availability in both campuses while developing the strategy to secure an appropriate core building.
6. Improve quality and efficiency. Quality through the standardization of support processes and the implementation of a compliance system. Efficiency by putting in place the best procurement and management practices and maintaining adequate KPI.

Strategic Theme 5: Working for and with the people.

Overall Aim: Engage ISGlobal in a creative and dynamic dialogue and interaction with the society identifying and developing best practices in science communication and outreach.

Key actions:

1. Strengthen the ISGlobal profile and visibility in Responsible Research and Innovation (RRI), involving key stakeholders (especially *La Caixa* Foundation) and facilitating the engagement of researchers.
2. Reinforce our collaboration with our trustees and partners to develop innovative experiences.
3. Reinforce the outreach activities in collaboration with local and international stakeholders.
4. Adapt Communication channels to current social trends.

IMPLEMENTATION & FOLLOW-UP

To guarantee a successful implementation of this strategic plan the ISGlobal Direction Committee will monitor, assess and report periodically its progress. In response to the integrative character of the strategic themes and key actions, all ISGlobal areas and departments will collaborate in the implementation of their specific actions.

The *Coordination and Research Management Office* of the Projects Unit will be responsible of assessing and monitoring the implementation of the strategic plan with special attention to the key outcomes that will include: scientific impact and leadership, competitive funding and leadership, benchmarking with leading international institutions, positions and progress in international rankings, high level awards and distinctions, high impact translational activities, international attraction of talent among others.

The External Advisory Committee (EAC) will be periodically consulted and the Board of Trustees regularly informed of the implementation of the Strategic Plan 2017-2020. Particularly important, the strategic plan will be consulted and updated taking into account EAC and CERCA evaluations scheduled for the second semester of 2017.

ANNEXES**SWOT**

The SWOT is the result of a progressive institutional exercise:

- 1- The first proposal was based on the strengths and needs/obstacles identified in the Research programs and the STAC-SAC reports (2015, 2016). This first proposal was discussed at the Research Retreat of June 2016, and further reviewed at the Core Scientific Committee in Dec 2016.
- 2- This first proposal was completed with the contributions of all areas (Innovation, Policy and Global Development, Education and Training, and Management) for the Strategic Retreat of February 2017.
- 3- Afterwards, all attendees were requested to select the top five items of each area (Strengths, Weaknesses, Opportunities, and Threats). We received response from 22 of the 30 attendees; the result of the selection process is shown at the annex.
- 4- Finally, an institutional SWOT has been proposed.

STRENGTHS

- 1. Strategic international partnerships and strategic worldwide alliances and collaborations¹**
- 2. Large research centre in Europe in Global Health**
- 3. Multidisciplinary expertise and international leadership in CDs, NCDs and its environmental determinants**
- 4. Private-Public partnership that strengthens the sustainability of the center²**
- 5. Innovative approach to translating research into action and policy, ensuring a strong position and a growing reputation amongst GH actors (scientific and non scientific)³**
6. Sharing Campus with two recognised local hospital-driven Health Research Institutes
7. Solid postgraduate education and training programmes/activities
8. Strong communication capacities beyond scientific audiences, very active in social media⁴
9. Strong laboratory and technical capabilities and resources (Biostatistics)
10. Consolidated partnership with two top Spanish universities and global networks that foster faculty and student mobility
11. Full alignment of scientific goals and the new 2030 agenda on sustainable development

¹ Consolidated in Mozambique (CISM) and Bolivia, with Morocco in progress

² Increase of the ratio core funding / competitive funding from 25% to 50% in 4 years. The private nature of the centre could limit access to certain calls, such as the MINECO infrastructures call

³ Translation is done mainly, but not only, through the Initiatives model

⁴ Although these communication capacities have been overloaded with the merger

WEAKNESSES

- 1. Lack of critical mass and expertise in key research areas⁵**
- 2. Space limitations (wet labs, offices) and bilocalization**
- 3. Need to reinforce support via structural funding to research groups⁶**
- 4. Lack of a well-defined policy and guidelines for translation and innovation, including a formal approach to providing technical assistance**
- 5. Lack of incentives for researchers and professionals to engage in each other's activities**
6. Lack of funding sources diversification, including lack of specific institutional strategy and expertise to benefit from philanthropy and fundraising
7. Scientific services/facilities to support research should be improved and strengthened⁷
8. Need to strengthen the connection between areas (research, innovation, PGD, education), starting at the proposal level
9. Need to support the professional development of non-research staff
10. Lack of an institutional strategy for development and growth
11. Need to improve strategic targeted partnerships (HIV and exposure assessment)
12. Lack of unified IT systems
13. Lack of reinvestment of the education & training related profit (ex. for promoting new programs or formats, having grants...)
14. Lack of harmonization of different education management models
15. Underdeveloped strategy on geographic priorities, including global markets for E&T⁸
16. Need to reinforce partnership agreements for specific infrastructures (phase I clinical trials unit and insectary)

⁵ Lack of senior researchers and lack of expertise in key areas including: social sciences & economics, impact assessment.

⁶ Need for administrative, management and technical function support (CDs); absence of predoctoral and postdoctoral grants (NCDs & CDs) and need for Co-funding of grants/fellowships

⁷ Infrastructure for data storage, management, computation and biobanking; infrastructure for bioinformatics and omics services; support in maintaining large cohort studies is lacking and funding to facilitate accessibility and use of external core facilities

⁸ This refers to different areas: global impact, Education & Training ...

OPPORTUNITIES

- 1. Sustainable development goals (SDGs) as a worldwide strategic agenda for global development, specially the inclusion of NCDs for the first time in the GH agenda**
- 2. Social awareness of science importance, with a specific momentum in areas where ISGlobal is strong⁹**
- 3. Expansion of our research expertise and institutional capacities to other geographical areas¹⁰**
- 4. Social demand for a quick and effective response to environmental health crisis and epidemics¹¹**
- 5. Increasing opportunities to access available data bases – Big Data and Open Access**
6. Funding opportunities: European Funding Cycle – FP9; other EU funds (development; RRI)
7. *Marca Barcelona* as one more incentive for talent attraction
8. External demand for Education & Training
9. High cost of postgraduate programs in North America and some EU countries

THREATS

- 1. Difficulties in attracting international talent due to relatively low salaries**
- 2. Uncertainty in sustainable funding for our strategic international partnerships (Mozambique, Morocco and Bolivia)**
- 3. Funding limitations for national fellowships and international projects in global health**
- 4. Political instability at national, European and international level¹²**
- 5. Funding for Global Health could be shifted towards priorities included in the new sustainable agenda 2030**
6. New complex and rigid laws under development/implementation: transparency, public purchase, travel and migration permits, data protection¹³...
7. Culture of health innovation still in very early phases in the region / country
8. Competitiveness of global health translational activities growing
9. Social perception of our Private-Public nature might be an obstacle

⁹ Urban environment and climate change, global urban health, migration, health systems, CD elimination, infectious diseases and environmental exposures, early child development

¹⁰ Esp. Latin-American and North Africa for translation and Asia and Africa for education

¹¹ However if we want to react effectively to these opportunities we should invest resources and commitment

¹² This may affect the access to US Federal funds, which are relevant both for research and cooperation. This also refers to USD exchange rates fluctuations. Similarly impact of Brexit on EU budget.

¹³ Highlighting the increasing restrictions in accessing and using personal data in Europe will impact our research

Roadmap & process for developing the strategic plan 2017-2020

The procedure has included the following steps, as approved at the Direction Committee:

| | Step | Organization | Comments |
|---|--|--|--|
| 1 | <p>Discussion on the general approach and methodology for the process, especially for the Depts of Innovation, PGD, E&T, and Management</p> <p>Discussion on the topic on the Model of Translation (benchmarking exercise)</p> | <p>Who: ExCom</p> <p>When: January 18th, 2017</p> <p>Material: SP 17-21 - Working Document; Notes in support of the formulation of the ToR for an external assessment of the initiatives model</p> | <p>The Depts of Innovation, PGD, E&T, and Management should prepare a short presentation on the overall approach to the process to be discussed at the Direction Committee of 31st Jan</p> |
| 2 | <p>Preparation the material and agenda. Brief presentation and discussion on how the departments are working on the strategic priorities to be presented at the Retreat in Feb 28th.</p> | <p>Who: DC</p> <p>When: January 31st, 2017</p> <p>Material: SP 17-21 - Working Document; Updated follow-up of the Strategic Bases actions; Draft Agenda</p> <p>Expected Outcomes: (almost) Final Agenda and Templates to elaborate the material to be discussed at the 28th Feb meeting.</p> | <p>The Depts of Innovation, PGD, E&T, and Management should make contribution to the Scientific SWOT in order to generate an institutional SWOT and an initial list of strategic priorities to be presented and discussed at the SP Retreat, Feb 28th.</p> |
| 3 | <p>STRATEGIC PLAN RETREAT</p> <p>The Retreat will be mainly focused on PGD, E&T.</p> <p>Review and agree on a final institutional SWOT</p> <p>Define the Strategic Priorities</p> | <p>Who: DC + invited members</p> <p>When: February 28th, 2017</p> <p>Material: SP 17-21 - Planning Document; Updated follow-up of the Strategic Bases actions; Research Strategy and Action Plan, including the Scientific SWOT; First approach of the departments</p> <p>Expected Outcomes: Institutional SWOT; List of Strategic Priorities for each department (Research, Innovation, PGD, E&T, Management and Governance)</p> | <p>Attendees: DC: Antoni Plasència, Josep M Antó, Gonzalo Vicente, Gemma Perelló, Joan Bigorra, Núria Casamitjana, Rafa Vilasanjuan, Manolis Kogevinas, Jordi Sunyer, Elisabeth Cardis, Clara Menendez, Jordi Vila, Quim Gascon, Eva Casamitjana, Joana Porcel.</p> <p>Invited members: Martine Vrijheid, Hernando del Portillo, Xavier Rodó, Judith Garcia-Aymerich, Denise Naniche, Quique Bassat, Joan Tallada, Leire Pajín, Gonzalo Fanjul, Beatriz Fiestas, Pau Rubio, Matiana González-Silva</p> <p>CISM: Eusebio Macete, Teresa Machai</p> <p>External invited: Enric Jané</p> <p>Excused members: Mark Nieuwenhuijsen, Regina Rabinovich, Cristina Villanueva, Alfred Cortés</p> |
| 4 | <p>Integration of the Retreat results</p> | <p>Who: AP / EC / JMA / JP</p> <p>When: March 2017</p> <p>Material: Material generated during the Retreat</p> <p>Expected outcome: 1st draft of the overall Strategic Plan (without actions)</p> | |
| 5 | <p>Define the Strategic Action derived from the Strategic Priorities</p> | <p>Who: DC</p> <p>When: TBD – expected March-April 2017</p> <p>Material: Strategic Priorities</p> <p>Expected Outcomes: Draft Strategic Plan 2017-2020 (including actions)</p> | <p>This step (moving from strategic priorities to strategic areas) needs further development and clarification. (pending)</p> |

| | | | |
|---|--|---|--|
| 6 | Presentation of the (draft) SP 2017-2020 to the Board of Trustee | <p>Who: Direction / BoT</p> <p>When: May 2017</p> <p>Material: Draft Strategic Plan 2017-2020</p> <p>Expected Outcomes: Comments on the Draft Strategic Plan 2017-2020</p> | |
| 7 | Internal consultation | <p>Who: All ISGlobal members</p> <p>When: TBD – expected May-July 2017</p> <p>Material: Draft Strategic Plan 2017-2020</p> <p>Expected Outcomes: Comments on the Draft Strategic Plan 2017-2020</p> | Input in (some) areas could be requested to specific people. |
| 8 | External Advisory Board Consultation | <p>Who: SAC / STAC</p> <p>When: TBD – expected Fall 2017</p> <p>Material: Draft Strategic Plan 2017-2020</p> <p>Expected Outcomes: Comments on the Draft Strategic Plan 2017-2020</p> | |
| 9 | Final approval of the Strategic Plan 2017-2020 | <p>Who: Board of Trustees</p> <p>When: TBD – Fall 2017</p> <p>Material: Updated Strategic Plan</p> <p>Expected Outcomes: Strategic Plan 2017-2020</p> | |