

# IMIM Strategic Plan 2021-2024

## Mission

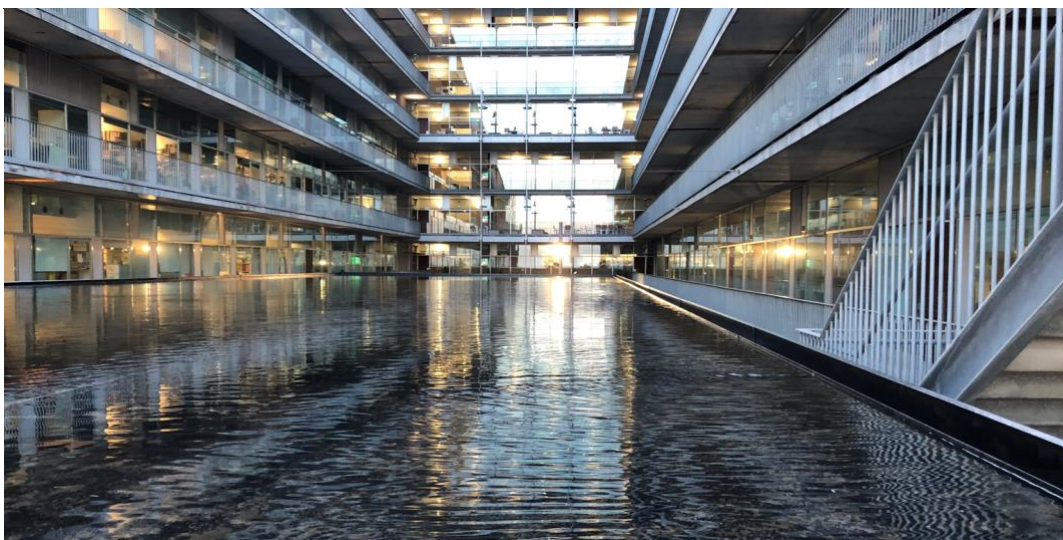
To conduct excellent **translational research** to be an **international reference in biomedical research**.

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*“The experimenter  
who does not  
know what she/he  
is looking for will  
not understand  
what she/he  
finds.”*

*Claude Bernard*

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This strategic plan begins during a very singular moment for any health-related institute. The pandemic caused by COVID-19 in 2020 highlighted not just the importance of medical care and research centers, but also the need of our societies to swiftly reorganize in order to contribute to a common goal. In a similar way, this strategic plan aims to inspire and guide every member of IMIM, aligning personal agendas with a common goal: to increase the international relevance of IMIM as a fundamental contributor to biomedical research aimed to increase healthy human lifespan.

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## Scientific Excellence

The ultimate goal of IMIM is the generation of new knowledge that can result in tangible health improvements, especially in its prioritized research areas: Epidemiology and Public Health, Neuroscience, Cancer, Biomedical Informatics and Clinical Translational Research. The generation of this knowledge must follow the highest standards of quality and relevance. In order to improve its scientific excellence, IMIM will develop the following work lines:

### Competitiveness

Identify and promote specific research lines in which IMIM has a competitive advantage. Activity will focus in those lines in order to increase indicators of research excellence.

### Talent care

Implement bold policies to retain and attract personnel that will contribute to improve the value of the research performed at IMIM, in terms of attraction of competitive funding, generation of high-impact knowledge, and transference to the clinic and market.

### Internationalization

Promote a greater participation in international initiatives in order to increase the visibility and positioning of IMIM in the international arena.

## Efficient Growth

As a public research institute, IMIM has limited internal resources and depends largely on success in competitive calls. For this reason, every effort will be made to facilitate applications for competitive public funds, and to increase the awareness among IMIM members on the importance of the following work lines.

### Attraction of funding

Specific actions to facilitate attraction of funding will be implemented. Particularly, the application to international calls, mainly European, and to reward groups that succeed attracting such funding. In addition, every effort will be made to facilitate industrial agreements or donations.

### Optimization of resources

Institutional resources will be distributed according to cost-effectiveness criteria in order to guarantee the most efficient use of them.

### Synergies

Internal collaborations will be promoted, as well as high-level external collaborations with excellent groups and institutions, in order to optimize the use of IMIM resources and enable new funding opportunities.

## Contribution to Society

As a public biomedical research institute, IMIM must return to society the resources invested. Thus, the research activity must lead to measurable and cost-effective improvements in health. This overarching goal will be attained through the following work lines.

### Translational Activity

Specific areas will be strengthened in order to increase the support to transference of research results to the productive sector. Similarly, we will increase support to clinical trials. The overarching goal is to accelerate the translation of the knowledge generated to the market and the clinic.

### Responsible research and innovation (RRI) Policy

Institutional RRI policies will be strengthened in order to increase and make visible our social responsibility.

### Impact

Outreaching activity will be promoted in order to raise the awareness of the general public on the importance of the research carried out at IMIM.

# INDICATORS

To assess the performance of the Direction, Research Programs and Groups, as well as the performance of the rest of IMIM personnel, the following indicators of success for the different Strategic Lines, will be used:

## Scientific Excellence

### Competitiveness

- Number of publications in first decile journals led by IMIM researchers.
- Number of competitive grants, particularly international, led by IMIM researchers.

### Talent care

- Number of researchers incorporated by competitive public open calls.
- Number of researchers evaluated as excellent by external boards.

### Internationalization

- Number of the international activities as participants.
- Number of international coordinated grants.

## Efficient Growth

### Attraction of funding

- Income attracted through competitive grants.
- Income attracted through industrial agreements or donations.

### Optimization of resources

- Space and resources available to retain and attract talent.
- Economic balance and results of the satisfaction survey of Scientific Technical Services and result of the satisfaction survey for Administration.

### Synergies

- Number of internal and external collaborations leading to measurable results in terms of publications, patents, grants or clinical trials.
- Number of agreements with national and international research institutions.

## Contribution to Society

### Translational Activity

- Income by intellectual property exploitation.
- Income by clinical trials.

### RRI Policy

- Number of specific actions on RRI.
- Evaluation of IMIM RRI by accrediting entities.

### Impact

- Outreaching records such as press releases.
- Evaluation of IMIM Impact by accrediting entities.

To develop the strategic lines described above, three types of actions will be implemented: i) organizational changes and new professionals, ii) new regulations and plans and iii) actions of periodic implementation.

## **New Structures, Committees and Professionals**

The following new areas, boards and committees will be constituted, and new personnel will be recruited to facilitate the advancement of the strategic lines.

### **Institutional Development Area**

Units currently in charge of aspects related to economic growth and visibility will be included in a new area called Development Area. This area will be in charge of talent attraction and retention, quality, management of scientific knowledge indicators, communication, innovation, digitalization, transference of scientific results and sponsorship. A new Department of Excellence will be included in this area. This department will be in charge of the implementation and follow-up of this strategic plan.

### **Internal Scientific Advisory Board**

According with the requirement of ISCIII, an Internal Scientific Advisory Board (ISAB) including researchers from all stages of the professional career, and chaired by the Director of IMIM, will be constituted. Representatives of the managing direction, innovation, training and quality units will also be included. This Board will have 3 main functions: i) Advise the Director in strategic decisions, ii) Advise on institutional policies and iii) Facilitate internal communication.

### **Clinical Research Committee**

The current PSMAR Research Committee will be transformed into the Clinical Research Committee (PSMAR-CRC). It will advise on all aspects related to clinical research and, thus, it will be constituted mainly by researchers who are also clinical practitioners. The Director and/or Deputy Director and Research Programs Directors may be invited to strategic meetings.

### **Scientific-Technical Facilities Users Committee**

Following the recommendations of last evaluation form CERCA, a Committee of Scientific-Technical Facilities (STFC), which will include a wide representation of habitual users will be constituted. The STFC will include at least one user from each of the Research Programs in order to guarantee a representative feedback from all IMIM personnel. R1-R4 representees at the Internal Scientific Advisory Board will also be members of this committee.

### **Transference Officer**

A professional with proven experience in technology transference will be recruited in order to give a more effective support on intellectual property exploitation to IMIM researchers. She/he will also be in charge of: facilitating collaborations with the industry, technology vigilance, patents, licensing and generation of spin-off companies.

### **International Funding Officer**

A professional with proven experience in International Funding Calls will be recruited in order to give a more effective support to apply for international grants, particularly European calls. Her/his responsibilities will include: identification of funding opportunities, vigilance of research lines at IMIM, training on international calls, support with applications, etc.

### **RRI (Responsible Research and Innovation) Officer**

A professional with proven experience in management of scientific information and performance indicators will be recruited. Ideally, this person will also have proven experience on digitalization and RRI policies. She/he will join the Department of Excellence and will be in charge of management all data related to scientific production of IMIM, including performance indicators. This person will be responsible of giving support to the actions of: open science, social education, scientific communication and international visibility, annual scientific memories, institutional bibliometric data, research at data managing plans, etc.

**Accountability:**  
The fact of being responsible for what you do and able to give a satisfactory reason for it, or the degree to which this happens.

## Guides, Policies and Regulations

Different strategic documents and guidelines will be generated or updated in order to facilitate the advancement in the different Strategic Lines of this plan.

### Prioritization of IMIM research lines

Program Directors will perform a critical analysis of the current research lines carried out within their Programs. The goal of this analysis is to identify research lines that should be prioritized. To carry out this prioritization they will consider the strengths and specificity (niche) for each research line, measured through: 1) the recent production and prospect of high-quality publications led by IMIM researcher, 2) how relevant is the research line for the PSMAR clinical activity, and 3) how competitive (nationally and internationally) and collaborative the research line is.

### Research programs integration plans

As requested by the ISCIII, each Research Program will elaborate an Integration Plan. This plan will describe annual actions to achieve the integration of the activities of the Programs within the strategic plan of IMIM. The Integration Plans will include the following items:

1. Expected high quality publications of the prioritized research lines
2. Opportunities of participations in competitive calls, particularly international.
3. Opportunities to attract talent, both junior and consolidated researchers.
4. Opportunities of transference of research results.
5. Planned actions for international collaborations.
6. Planned actions for collaboration with:
  - a. Industry
  - b. PRBB entities,
  - c. PSMAR centers
  - d. IMIM Programs
  - e. Universities
7. Planned outreaching actions.

### PSMAR-IMIM cohesion plan

A plan with specific actions to strength the cohesion of IMIM in PSMAR will be elaborated with the help of the **Clinical Research Committee**. This plan will include actions focused to increase the awareness of the activity of other PSMAR institutes in IMIM and vice versa. As well as increase the sense of belonging.

### IMIM academic plan

A plan to reinforce collaborations with universities will be elaborated. This plan will include activities aimed to facilitate attraction of personnel at early stages of the scientific career, for example, masters, collaborative training courses, seminars, etc.

### Professional career plan

Following the recommendations by CERCA and the HRS4H, an institutional professional career plan will be elaborated and implemented. This plan will cover the following aspects:

1. Description of professional positions at IMIM.
2. Regulation of a Management By Objectives policy for non-scientific positions.
3. Implementation of a mentoring system to guide researchers, particularly during the first stages of their careers.
4. Generational renewal in research groups.



### Technology transfer and innovation plan

A general plan will be elaborated to promote the efficient transference of scientific results generated at IMIM. This plan will include a policy that will encourage transferring the knowledge generated in the institution to the clinic and the market. The plan will detail the normalized procedures to assess the applicability of the different lines of research, to protect the intellectual property generate and to finally transfer it.

### Responsible Research and Innovation (RRI) plan

As recommended by CERCA and ISCIII, an institutional plan will be elaborated covering the main aspects of RRI, such us:

1. Gender equality plan. It should consider the requirements of RD 901/2020 and RD 902/2020, particularly the regulation pertaining to gender balance in leading positions.
2. Open access policy updating, aligning with CERCA and ISCIII initiatives.
3. Outreaching actions.
4. Specific actions to promote the participation of citizens.

### Communication plan

IMIM existing communication plan will be updated in order to include essential aspects, such as:

1. Adoption of English as main language for scientific communication, particularly in our website.
2. Institutional seminar focused in increasing internationalization, internal collaboration and talent attraction.
3. Efficient implementation of digital tools.
4. Definition of audiovisual resources.
5. Remodeling of the website (more user-friendly interface, increase or audiovisual content, inclusion of scientific member feedbacks, increase of scientific dissemination, etc.).

### Information Technologies (IT) & Digitalization plan

An institution IT & Digitalization Plan will be elaborated and implemented, following the recommendations of an external consultant. This plan will have a particular focus on the following aspects:

1. How to improve integration with PSMAR.
2. Orient institutional investment in IT services in a profitable and scientific-oriented manner.
3. Alignment with Next Generation Plan from European Commission.

### Space optimization plan

To attract new groups, IMIM needs new wet and dry laboratory spaces. Since, in principle, all space at IMIM is occupied by existing groups, a plan to optimize the use of space will be implemented. As a result, some groups will free part of the space they currently occupy. In parallel, the spaces occupied by Direction and Management will also be optimized in order to free additional spaces. The resulting free space will be remodeled to meet the needs of the new groups that will join IMIM.

### Allocation of internal resources

IMIM Foundation contributes a series of resources, mainly in the form of: personnel to research groups, investments in common services and internal calls. To allocate these resources in an efficient and fair manner, the following procedures will be followed.

A system to allocate personnel to the groups will be debated in the Internal Scientific Committee. The objective will be to assign the available resources for personnel to the groups according to their productivity in the form of:

1. High impact publications (first decile) led from the IMIM.
2. Ability to attract resources, particularly competitive projects in international calls.
3. Knowledge transfer, particularly licensed patents and spin-off companies.

Regarding investments in common services and internal calls, implement ad hoc actions will be implemented, once the opinion of the Internal Scientific Committee has been heard.



**Development:**  
The process in which someone or something grows or changes and becomes more advanced.

## Talent attraction and retention policies

Following the instructions of the HRS4R certification, an institutional Policy to regulate talent attraction and retention - for both scientific and not scientific staff - will be elaborated and implemented. This policy will cover the following aspects:

1. Equal opportunity plan.
2. Excellence in onboarding.
3. Dissemination of the Charter and Code Conduct for the recruitment of researchers. That is, a tool to give individual researchers the same rights and obligations wherever they may work throughout the European Union.
4. Training for Open Transparent and Merit-based-Recruitment procedures.
5. Quality.
6. Regulation of committees.
7. Feedback for interviewees.
8. Follow-up of selected candidates, etc.

## Policy to support emergent groups

An institutional Policy to support emergent groups will be elaborated. This policy will establish the requirements to be considered an emergent group at IMIM, as well as for how long such consideration could last. In addition, a follow-up system, decision on starting packages, co-financing in competitive calls, special considerations to emergent groups in internal evaluations, will be detailed by this policy.

## Affiliation policy

Following CERCA recommendations, an institutional Policy to regulate the affiliation to IMIM will be implemented. This policy will cover aspects such as minimum requirements to be affiliated to IMIM and evaluation of the correct use of affiliations in the publication of scientific results.

## Collaboration agreements with other institutes

Specific collaboration agreements will be signed in order to regulate and facilitates collaboration with other institutes, particularly those from PRBB. These agreements will cover aspects such as double affiliation, leadership in collaborative projects, use of shared resources and facilities, etc.

## Periodic Actions

Several periodic actions, particularly those described below, will be implemented in order to continuously reinforce the main work lines of this strategic plan.

### Internal Scientific Evaluation

Following the requirements of ISCIII, an internal evaluation system will be debated in the Internal Scientific Advisory board. The system will involve the External Scientific Advisory Board and will specifically evaluate the performance of research groups in attracting competitive funds, advancing the knowledge and transferring it to the clinic and market. It will also take into account the evaluation criteria on scientific activity applied by the ISCIII and CERCA.

The results of this evaluation will be the bases to allocate internal resources to research groups.

### Annual Call for R4 Research Position

The contribution of PSMAR in the form of salaries will be used to launch public open annual calls to recruit R4 Researchers, that is independent researchers with a proven record of excellence in attracting competitive funds, generating high-impact articles and transferring their findings to the clinic and/or market.

Both internal and external candidates are expected to apply to these positions, and the External Scientific Advisory Board will participate in the selection process. As recommended by ISCIII, applications of researchers working in biomedical projects with direct clinical applications will be prioritized.

### **Annual R3 Research Position**

At least one researcher at R3 stage -that is the initial stage of her/his career as independent researcher- will be recruited every year according with the priorities set by the Internal Scientific Advisory Board. It is expected that the previous contribution of the candidates will allow them to succeed in public calls such as Ramon y Cajal or Miguel Servet and, thus, their contracts will be partially covered by external funds.

### **Annual Satisfaction Survey on Administrative Services**

An annual survey will be addressed to all members of IMIM in order to obtain an objective indicator of the performance of administrative services (managing and development areas). The survey will include specific sections to allow suggestions on how to improve these services.

### **Annual satisfaction Survey on Scientific-Technical Services**

An annual survey will be addressed to all members of IMIM in order to obtain an objective indicator of the satisfaction level about the Scientific-Technical Services, as well as feedback and proposals for improvements. Monographic sessions with the users of each service will also be carried out in order to collect specific suggestions of improvements.

### **Internal Calls for Collaborative Seed Projects**

Once reached a favorable economic situation, institutional calls will be launched to fund collaborative seed projects. In addition to collaborative aspects, the selection of projects will also consider other strategic aspects included in this plan.

### **Postdoctoral Fellowship**

Once reached a favorable economic situation, certain amount of the funding will be used to launch institutional calls for international postdoctoral researchers, as recommended by CERCA. Also, following the recommendations of ISCIII, researchers with clinical activity will be positive valued in the selection process.

### **Institutional Open Seminars**

A series of institutional open seminars will be done every year. This institutional seminar will include: i) new researchers in onboarding process, ii) potential Principal Investigator who may be interested in the annuals R3 and R4 positions, iii) highly collaborative projects related to more than one Research Program and iv) those related with possibilities of collaborations in large national and international structures (CIBERs, CERCA, IRISCAT, etc.)

### **Scientific sessions with other PRBB institutes**

Following the recommendations of CERCA, collaborative activities such as seminars or retreats will be organized in collaboration with other PRBB institutes.

# IMIM in 2025

- CERCA accreditation updated
- IIS Accreditation updated
- HRS4R Certification updated
- More than 50% of 1<sup>st</sup> decil publication on the prioritized research lines
- More than 30% of our articles in 1<sup>st</sup> decil journals
- More than 20% of articles led from IMIM
- More than 10% of competitive funding from international calls
- At least 5 new R3 or R4 researchers from competitive calls
- More than 50% of groups with active collaborations with others PRBB entities
- More than 20% of groups with active collaborations with others IMIM Programs
- More than 3 new collaboration agreements with other research institutes
- PSMAR satisfaction survey resulting in 3 over 4
- Members' satisfaction survey on administrative services resulting in 3 over 4
- Members' satisfaction survey on Scientific-technical services resulting in 3 over 4
- Income from competitive funding higher than €8.5M<sup>1</sup>
- Income from non-competitive funding higher than €9.5M<sup>1</sup>
- Income from clinical trials higher than €4M<sup>1</sup>
- Objective system to regulate central support implemented.
- Positive structural economic balance
- Income from Intellectual Property exploitation higher that €0.5M
- Professional Career Plan implemented
- RRI plan implemented

<sup>1</sup> Records on 2019

# This strategic plan counted with the participation of non-scientific IMIM member.