

Referência do Financiamento: **UID/BIM/50005/2019**, projeto financiado pela Fundação para a Ciência e a Tecnologia (FCT)/ Ministério da Ciência, Tecnologia e Ensino Superior (MCTES) através de Fundos do Orçamento de Estado.

Designação do Projeto: UID/BIM/50005/2019

Concurso: F. Estratégico UID - 2019

Programa: 6817 - DCRRNI ID

Área científica principal: Biomedicina

Domínio Científico: Desenvolvimento, Consolidação e Reforço da Rede Nacional de Instituições ID (OE)

Entidade Beneficiária: Instituto de Medicina Molecular João Lobo Antunes (IMM/FM/ULisboa)

Data de Início: 01-01-2019

Data de conclusão: 31-12-2019

Financiamento concedido: 2.910.364,00€

Financiamento FEDER concedido: 0,00 €

Financiamento nacional concedido: 2.910.364,00€

Financiamento próprio: 0,00 €

Objetivos:

(UID/BIM/50005/2019 is the extension of the project UID/BIM/50005/2013; as such, the objectives are the same between these two projects)

The success of a research institute depends on several key elements, including an ambitious research portfolio, world-class scientists, state-of-the-art technology and flexible resources that maximise creativity. In the next decade we will strengthen these points to further increase our sustainability, visibility and impact in the national and international scientific and socio-economic contexts. Our strategy and vision will be laid upon three pillars:

1. improving excellence in our science;
2. aligning to emergent medical or research challenges;
3. promoting an entrepreneurial mindset.

Research excellence depends fundamentally on establishing an appropriate environment to the right people. This has been the single most important aspect of our strategy and this will be enforced in the years to come. IMM research focuses on Cell and Developmental Biology, Immunology, Infection, Neurosciences and Oncobiology. However, in addition to this balanced research portfolio, we need to create room for bold initiatives that cannot be anticipated today. Thus, to further reduce artificial barriers and to provide its investigators with the greatest degree of freedom, IMM no longer has formal academic programmes or thematic strands. This strategy will ensure freedom of choice and foster a highly collaborative research environment between its basic and clinical faculty, providing an innovative educational experience for its select group of outstanding graduate students and postdoctoral researchers. IMM also aims to attract and maintain the best basic and clinical research leaders. Our goal is to train and consolidate the workforce we will need up to and beyond 2020. This implies recruiting strategically in areas with clearly identified

unmet needs, encouraging the best scientists to work in biomedical research and providing the best possible conditions to our scientists. We believe our institute can play an important role in these matters, providing both experience and know-how together with novel ideas that come to light with new generations.

iMM will respond to unmet and emerging needs by continuing to solidly invest in its basic research, by combining multidisciplinary approaches and by strengthening its translational and clinical capacity. Excellence in basic and disease-oriented research is at the basis of the iMM strategy. Thus, our research investment will be driven by scientific quality and potential for high basic and clinical impact. In this context, iMM will further streamline the administrative processes to maximize the investment into research, empowering our faculty with the flexibility to respond to developments and opportunities as they emerge. In agreement, iMM will no longer be organised into academic departments, thus empowering its investigators with the greatest degree of freedom. Finally, our previous experience demonstrated that diversification, competitiveness and quality of our research portfolio will potentiate our capacity to respond to multiple funding schemes. Reinforcement of this strategy will push forward our current efforts to secure the widest possible range of national and international funds.

In the current life of a research institute it is critical to promote an entrepreneurial mindset in its faculty. iMM is no different, and despite a single decade of existence, fostering entrepreneurship, generating new knowledge and turning it into products and services have always been on the front line of our strategy. However, transforming our scientific discoveries into product has been a complex process involving several partners of the industry and civil society organisations. Thus, in the years to come we will re-enforce our strategy by deploying improved streamline processes that will ensure a close interaction between our scientists and the business sector. Thus, we consider that in order to remain an attractive Research Institution, iMM will need to get further involved in business, which will help transferring our knowledge to society and may establish the grounds for novel funds, further enhancing the quality of our research.

In conclusion, by improving our research portfolio we must also ensure that our funding schemes are defined appropriately with resolute attention to quality and innovation. Thus, throughout implementation of our strategy we must guarantee the right balance between providing the freedom to pursue innovative research and our long-term commitments that may restrict our capacity to support new opportunities as they arise.