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**FEMS 2014:
Five-year strategic framework 2015-2019**

**- Final version -
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Background

Since the Terra Nova working group report presented to the FEMS Executive Board in April 2000 FEMS has made good progress in its efforts to enhance services to its members and to diversify and increase income. Among its achievements most significant have been the development of FEMS' widely acclaimed biennial Congress of European Microbiologists – with the sixth to be held in Maastricht in 2015 – and the expansion of its awards programme to include the more recent FEMS-Jensen and FEMS-Special Merit awards. Other developments have included the progress of its publications and the establishment of projects such as the EAM as the forum for eminent European microbiologists.

Now it is time to build on these achievements and embark on the next phase of developing the Federation into a European institution with the resources, reputation and global reach that will allow it to provide additional value to its member societies and the wider microbiology community.



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The five-year strategic framework

The six strategic priorities

- Supporting microbiology research
- Supporting microbiology education, training and Continuing Professional Development (CPD)
- Translating microbiology research and knowledge into policy
- Translating microbiology research and knowledge into economic and social impact
- Raising public awareness
- Internationalising European microbiology

1 Supporting microbiology research

FEMS' best-established and most widely-recognized work has focused on supporting microbiology research through the publication of its five international journals, the organization of its biennial Congress, and its awarding of a range of conference and research grants.

Our aim is to build on this successful foundation with the following goals:

- **Publications** – to increase readership, quality and accessibility of existing journals, explore additional publishing options, and exploit new developments in both science and scientific publishing
- **Grants** – to improve the competitiveness of the FEMS grants programme, and maximize its value in facilitating networking, career development, and the exchange of knowledge, expertise and ideas
- **Congress** – to bring together leading international researchers, to showcase microbiology and provide a place where microbiologists from all sectors can share knowledge, provide new opportunities and inspire new advances
- **Other meetings** – to explore the potential of more specialist fora in new and emerging fields, including colloquia of the European Academy for Microbiology (EAM)
- **Awards** – to recognize leading microbiologists engaged in research, education, policy, communication and practice

2 Supporting microbiology education, training and Continuing Professional Development (CPD)

Education will inevitably play a critical role both in developing excellent microbiologists and in laying the foundations for a scientifically literate electorate.

To raise awareness among educators of the significance of microbiology, and to contribute to improving microbiology education across all age groups, we have the following aims:

- **Training** – to capitalize on FEMS' membership as a community of learners to promote teacher-researcher interaction, 'training the trainers' and collaboration in relevant projects, including collaborative international grant applications
- **Materials** – to facilitate the development of high-quality course material through collaboration in content selection and new product development, and effective evaluation and dissemination
- **Recognition** – to evaluate success, facilitate exchange of best practice and identify and recognize excellence
- **Communication** – to facilitate pan-European and international communication between students, teachers and practitioners of microbiology

3 Translating microbiology research and knowledge into policy

As a Europe-wide Federation of national microbiology societies, FEMS has the potential to provide an effective platform for its members to influence relevant policy both at the European level and in wider international processes, as well as to support individual societies in their national efforts.

Our main goals will be:

- **Recognition** – to establish our position as an independent, supranational institution utilising the expertise of its members to contribute to effective European and intergovernmental policy in science, education and specific issues relating to microbiology
- **Capacity building** – to build a Europe-wide infrastructure with the capability to identify, document and communicate critical issues to both policymakers and the public they represent
- **Effectiveness** – to be recognized as a reliable partner in the timely delivery of information to policymakers and the public, and in providing follow-up to influence relevant policies and legislation

4 Translating microbiology research and knowledge into economic and social impact

Education will inevitably play a critical role both in developing excellent microbiologists and in laying the foundations for a scientifically literate electorate. The global microbiology industry is expected to reach a value of \$11.4 billion (c.€8.23 billion) in 2018¹ yet links between microbiological research and its commercial and other social applications remain limited.

To facilitate stronger links between research and practice, and thereby maximize the societal impact of microbiology, we aim:

- **Authority** – to establish our position as a recognised authority on all microbiological issues of interest to academia, industry, government agencies and the wider public
- **Joint initiatives** – to facilitate collaboration between complementary institutions through activities such as joint research projects and special events
- **Awareness** – a to promote mutual awareness and greater interaction between research microbiologists and practitioners in industry and other applied sectors
- **Innovation and entrepreneurship** – to expand the commercial skill sets of microbiology students and researchers and stimulate the creation of microbiology-based enterprises

¹ <http://www.bccresearch.com/market-research/biotechnology/microbiology-equipment-consumables-bio130a.html>

5 Raising public awareness

An educated public that recognizes the importance of microbiology to life, both today and in the future, is fundamental to raising the visibility and influence of the global microbiology community.

Our aim is to build on our existing communications capability:

- **Reliability** – to establish a reputation as an independent, international body that has the expertise, through its members, to provide expert comment on all issues relating to microbiology
- **Effectiveness** – to support FEMS members in the identification, effective delivery and evaluation of clear public messages to specific audiences
- **Capacity** – to develop an effective microbiology communications network through training, collaboration and events that build expertise in all aspects of communication
- **Recognition** – to recognise excellence in science communication through opportunities and awards

6 Internationalising European microbiology

Scientific endeavour and knowledge exchange have always crossed international boundaries, but in an globalizing world international recognition and collaboration are increasingly important to research success.

Already an international federation, our goals over the next five years are:

- **Community** – to extend international networks to broaden the global reach and impact of FEMS' and its members' activities
- **Partnerships** – to establish and develop strategic partnerships with external organisations and institutions to promote the development of microbiology and the science profession
- **Affiliates** – to extend communication and awareness of FEMS' and its members' activities through internationalising and engaging the FEMS Affiliates Programme

FEMS activities

1974 - 2014



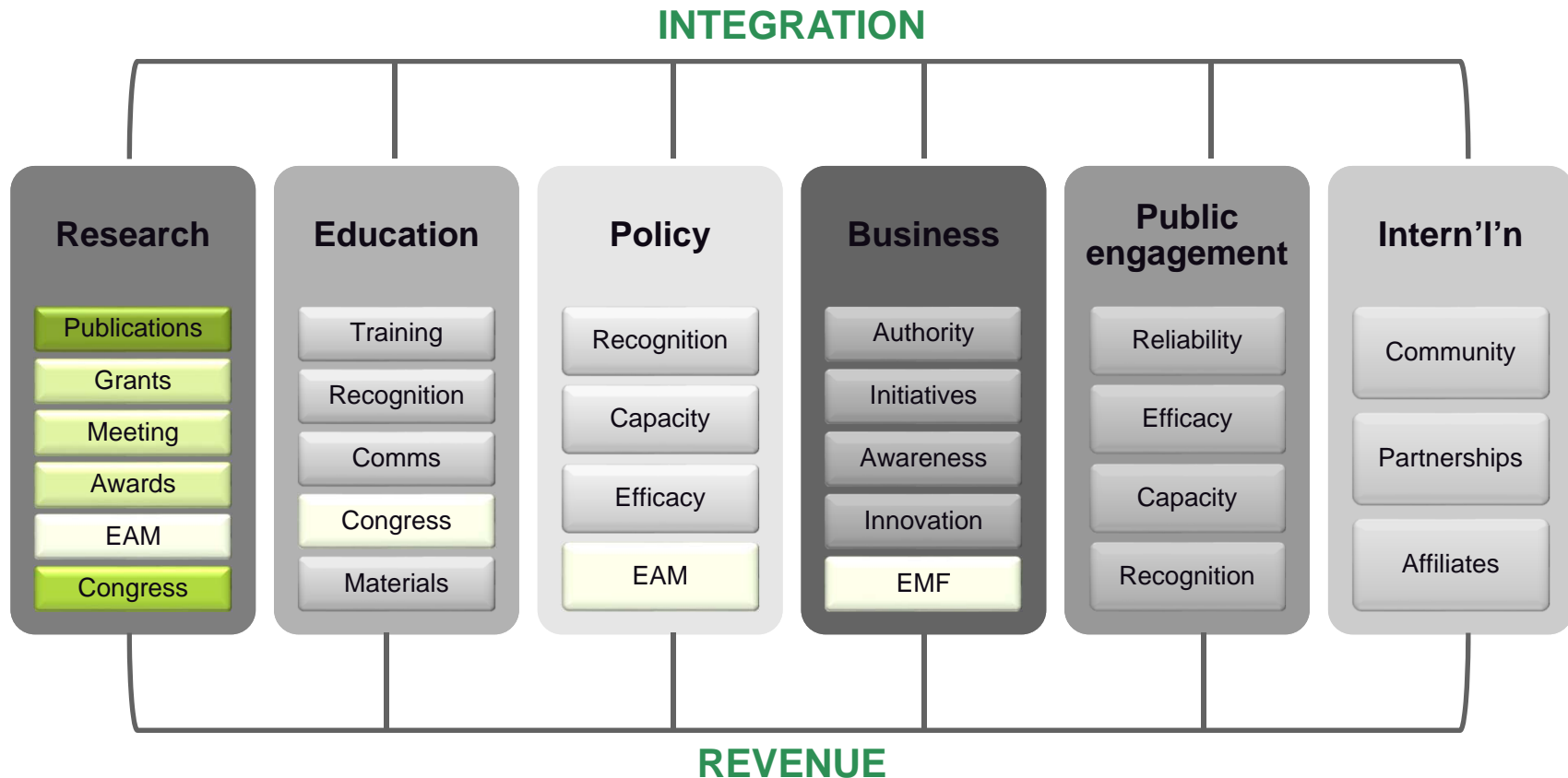
- FEMS launched 1974
- Central Office 1999
- TerraNova 2001
- Nutall Report 2012
- MD and tender 2013
- Branding 2014
- Office move 2014
- Strategic framework 2014
- Planning & Reporting 2014

- FEMSLE 1977
- FEMSRE 1987
- FEMSEC 1987
- FEMSIM 1987
- FEMSYR 2001
- Wiley-Blackwell 2006
- OUP contract 2014

- Grants 1999
- Awards 2000
- Congress and Declaration 2003
- EAM 2009
- EMF 2010
- Education 2013

Strategic framework Planning & Implementation

2014 – 2019





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