



# Missions & Strategic plan for Pasteur Institute of Iran





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## About contents

The strategic plan of the Pasteur institute of Iran should identify: What objectives this organization pursues? What path it should take to achieve these objectives? And what the requirements for accomplishing these objectives are?

This plan can be called sustainable, purposeful, and fundamental. Sustainable, because it is not considered sectional, and its effects enjoy stability and sustainability. Purposeful; since it is based on rationality, collective wisdom, and planning. Moreover, it has been written in line with the country and Pasteur Institute's macro-goals. Fundamental, since it addresses highly important and strategic aspects of this organization.

The process of developing a strategic plan for the Pasteur Institute included various stages to determine its; mission, outlook, values, opportunities and threats, due to; scientific, economic, and environmental trends, identification of strengths and weaknesses, and ultimately, finding appropriate strategies in order to achieve these goals.

To develop policies, the following actions and detailed plan of actions have been undertaken. First, to analyze the organization, meetings were held with the organization's deputies and heads of research departments. As a result of these meetings and environmental analysis studies, weaknesses and strengths of the organization were identified, along with threats and opportunities affecting the organization. Next, by forming strategic planning teams in the different departments and deputies, a SWOT table was completed, and the attendees expressed their views about the mission, outlook, and Iran Pasteur Institute's strategies. Then, a summary of members' views and studies was conducted, and the draft document of Iran Pasteur Institute's vision was developed and approved by the Board of Directors of the Pasteur Institute of Iran. Finally, based on the Pasteur Institute's vision document, the institute's 5-year action plan was developed for the different teams.

## Introduction and status of the Pasteur Institute

The Iran Pasteur Institute is a research, production, education, and medical organization that works towards providing improvements in community health. It is affiliated to the Ministry of Health and Medical Education, and has organizational and legal autonomy.



As the oldest medical sciences research center in the country and the Middle East, Iran Pasteur Institute was established in 1920 in accordance with agreements reached with a French delegation team. This institute has a valuable history of care, eradication and control of diseases; and today, with collective efforts to establish modern research, development, and production methods, combined with education and research, it can provide an appropriate model at national, regional, and global levels.

Since its establishment, the Iran Pasteur Institute has been involved in significant activities in the fields of; surveillance, diagnosis and treatment of infectious and non-infectious diseases, and in some cases it

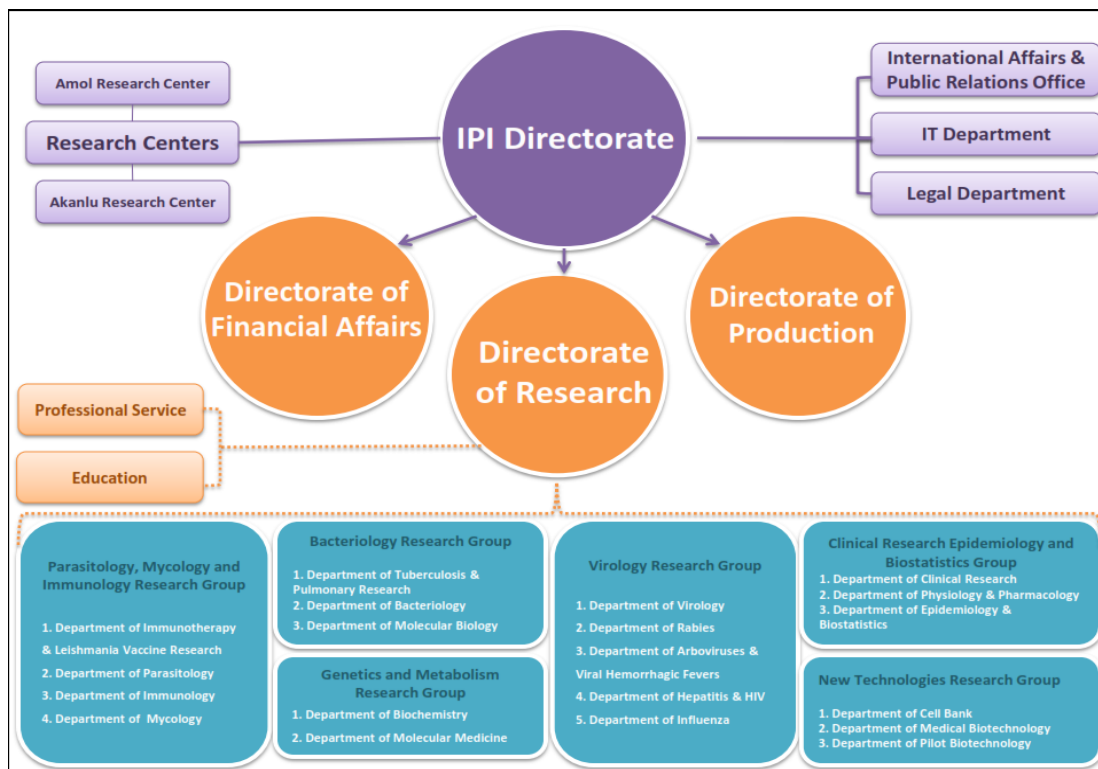
is considered to be the reference center for these diseases. This organization has extensive experience in the production of various vaccines and diagnostic kits, as well as in providing specialized services.

Over the years, benefiting from both local expertise and the utilization of modern equipment, the Pasteur Institute has gained significant scientific advances, and it has presented these results nationally and worldwide.

In recent years, attempts have been made to utilize the institute's scientific capabilities to meet the country's needs, and to explore frontiers of knowledge. Iran Pasteur Institute, not only has a vital place in the health system of the country (especially in the field of infectious diseases), but it has also demonstrated its role in the global health system by conducting basic research. Membership in the worldwide Pasteur Institutes Network has provided the Iran Pasteur Institute with opportunities to collaborate with other Pasteur Institutes throughout the world and to share its scientific and pharmaceutical discoveries with them.

In structural terms, the Iran Pasteur Institute consists of the following four key deputies: research and technology, education, support, and specialized services. Structural changes were implemented so the research and technology deputy currently includes six research groups.

A schematic structure of the Pasteur Institute is shown in the figure below:




The main advantage of the new research deputy structure is the reduced span of control and ease of monitoring organizational status in this deputy, as a result, instead of 17 research departments, it now only monitors six research groups, and responsibility for monitoring the departments has been delegated to the head of the relevant group. Furthermore, the new structure makes it possible for the

research deputy to take more effective steps in line with a convergence of organizational activities. Given the new structural design, harmonizing research group activities is now much simpler and more practical than before. Yet, given the presence of a hierarchical structure, the usual bureaucracies and paper-trail will be greater than ever.

### Internal organizational conditions

This section deals with the strengths and weakness of the institute. With years of experience in the health system, the Pasteur Institute has many strong points.



Extraction and documentation of these case examples was carried out by holding numerous working groups.


## Strengths

Providing sub-specialty services and unique scientific capabilities: given the capable and specialist workforce within the body of the Pasteur Institute, the institute can provide sub-specialty and unique services at a national level.

- ❖ The Pasteur Institute holds an important status in the country's health system: its history, along with the valuable services provided by this institute over the past 100 years, as well as the employment of a professional workforce, has positioned the institute in a place of high esteem.
- ❖ Membership in the global International Network of Pasteur Institutes: the International Network of Pasteur Institutes is a collection of 32 institutes worldwide. Membership in this network has provided opportunities to exchange the latest scientific discoveries and access to the world's up-to-date science.
- ❖ Faculty members with high levels of expertise: engaging specialist faculty members with up-to-date knowledge in various departments and research groups has ensured that the Pasteur Institute enjoys high scientific and research capability.
- ❖ Maintaining various scientific departments: research departments with diverse scientific and research approaches creates the opportunity for the Pasteur Institute to be the forerunner in various fields in the country's health system.
- ❖ Unique equipment and technology: having modern and advanced equipment is an essential point of strength for the institute, which is very important in conducting research missions.
- ❖ Potential to turn research results into products: given existing capacities in the Pasteur Institute, it is possible to turn research results into practical use.

## Weaknesses

- ❖ Lack of proper communication of the researchers with universities and research institutions in the area of national health: given the existing rules for assessment of shared research and research results, there are no appropriate avenues for Pasteur staff to conduct shared research.

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- ❖ Management instability: in the Pasteur Institute, as in other public organizations in Iran, management instability has led to a lack of long-term planning, follow-up and monitoring of programs that have already started.
  - ❖ Lack of planning: given the management's instability and lack of mission clarity, and therefore the duties of each department, a uniform planning process is not currently possible in the institute.
  - ❖ Inadequate assessment of faculty members: given that the Pasteur Institute's mission is different from that of medical science universities; similar rules for assessing faculty members cannot meet the Pasteur Institute's requirements. Thus, the current system has many flaws.
  - ❖ Poor public relations: weaknesses in introducing Pasteur Institute's capabilities to attract outside collaborations can be assumed to be another weakness.
  - ❖ Vague departmental job descriptions.

### Definition of terms

**The vision:** provides a desirable, ideal, and accessible picture of long-term perspectives and outlooks on the horizon for the Iran Pasteur Institute, containing values, holistic means, and realistic characteristics.

**The mission:** an organization's mission statement demonstrates the reason for its existence, philosophy, and mission of the organization; it is a kind of identity for the organization.

**Indicators:** this is the assessment tools required to determine the future status of the Pasteur Institute in relation to the path decided on in the strategic plan and goal achievement rates stated in the plan.



**Value:** this relates to organizational beliefs and principle basis to orient the Pasteur Institute. Values are beliefs held for a long time, which remain unchanging in the short term.

**Strategy:** this is the fundamental model of: current and planned goals, utilization and allocation of resources, and interactions of an organization with environmental factors.

**Innovation:** ability to use mental capabilities to create a new thought or concept.

**Technology:** regular application of general knowledge and other organized knowledge to perform scientific duties.

**Newly emerging diseases:** these are diseases that have never existed in the world before.

**Re-emerging diseases:** these are diseases that previously existed, but which had been eradicated or controlled, and can no longer be found in the world; nevertheless, after many years, they have spread once again.

**International Pasteur Network:** a global network forming a collection of 32 institutes worldwide, sharing the same mission and values.

**Region:** refers to the countries of Central Asia, the Caucasus, the Middle East and neighboring countries, according to the twenty-year vision document of 1404.

**Entrepreneur force:** the human resources that seek to create new and valuable things through expenditure of sufficient time, effort and associated risks.





**Organizational culture:** combination of beliefs, values, and assumptions, that exist within an organization and which all staff are more or less, equally exposed to it.

### The mission:

“Planning and research to develop technology and innovation to identify, prevent, and treat infectious and hard-to-treat diseases, to promote community health.”

Given its existence philosophy, Iran Pasteur Institute is conducting different and diverse researches to meet the country’s health sector requirements and it is taking effective steps to extend the frontiers of science and technology.

Enjoying appropriate facilities, professional and capable specialists in the field of infectious and incurable diseases have enabled this organization’s involvement in extensive activities to prevent and treat these diseases.

### The vision:

- ❖ Runner-up among Pasteur International Network members
- ❖ Regional first place in research and technology in the area of emerging and re-emerging diseases.
- ❖ Technological development in line with: diagnosis, prevention, and treatment of infectious and hard-to-treat diseases.
- ❖ Playing a key role in the monitoring and control of infectious and contagious diseases (emerging and re-emerging).
- ❖ Premier institution in providing specialized and subspecialty services in the country and the region, in line with the Pasteur Institute’s mission.
- ❖ Access to an efficient, entrepreneurial, creative, faithful, and committed workforce.

It is hoped, that through the efforts of hardworking scientists and experts, the Iran Pasteur Institute would win first regional place in research and technology.

## Values:

### ❖ **Belief**


- Determined belief in learnt knowledge and concepts: having a belief in learnt knowledge can compel staff to take advantage of these concepts and maximize their motivation and interest when performing research.
- Belief and faith in God: faith in the unending divine power leads to happiness and faith in the organization and promotes accountability and compassion among staff.

### ❖ **Knowledge:**

- Dissemination of concepts and knowledge required: the need to disseminate and share knowledge is a huge, yet subtle asset of the Pasteur Institute.
- On-going training: learning and on-going training helps maintain a happy and curious spirit among staff.

### ❖ **Action**

- Justice-orientation and meritocracy: in the present organizational activities, justice and meritocracy create a spirit of progress and hope for advancement and hard work among staff.
- Organizational health, happiness and vitality and the promotion of collective solidarity and effort: collective solidarity and effort create grounds for further interactions among staff.
- Hard work and foresight: staff perseverance and effort, with foresight at different organizational levels, greatly helps the organization to survive and thrive.
- Having a constructive, creative, and innovative scientific spirit: healthy and constructive scientific competition lead to huge creative and innovative achievements at organizational level.
- A spirit of accepting critical feedback and self-assessment: to survive and progress in today's dynamic environment, every organization needs to



continually change and improve; this is only possible with feedback and spreading a spirit of accepting critical feedback and regular self-assessment.

- Having commitment and empathy: commitment and empathy toward one's duties means making a sincere, honest effort and avoiding negligence when performing one's duties.

## Macro-objectives

Macro-objectives of the Pasteur Institute can ensure the growth and survival of this institution in the country's medical sciences research, and given the organization's mission, these can lead to its intended vision. These objectives are presented separately for each deputy, as follows:

### Research and technology deputy

Holding a highly important place within the Pasteur Institute, this deputy pursues the following goals:

#### ❖ Infra-structure

- Development of industrial relations
- Development of national and international communication and cooperation
- Review and improvement of Pasteur's comprehensive research systems
- Increasing regional and national reference departments

#### ❖ Knowledge production

- Promoting research (in biological sciences) in science frontiers and monitoring emerging and re-emerging diseases, in line with Pasteur Institute's mission

#### ❖ Knowledge publication

- Patenting and commercializing

- National and international publication of scientific findings

### **Educational deputy**

This deputy has responsibility for the education and training of students.

- ❖ Increasing qualitative and quantitative capability of Pasteur Institute in terms of professors
- ❖ Review and improvement of educational system
- ❖ Promotion of organizational culture

### **Specialty services deputy**

- ❖ Gaining national and international standards in providing specialty and subspecialty services
- ❖ Increased capability of Pasteur Institute in providing specialty and subspecialty services

### **Support deputy**

- ❖ Administrative development based on up-to-date knowledge and research
- ❖ Increased occupational capabilities and skills
- ❖ Development and promotion of financial management and annual budget
- ❖ Financial, physical, and human resources development
- ❖ Promotion of organizational culture

### **Strategies**

Strategies should be determined according to the institute's macro-goals. This process involves: the creation, evaluation, and selection of strategies. Results are discussed as follows:



❖ **Structural**

- Modifying the Pasteur Institute's organizational chart
- Structural reform of the research deputy
- Structural improvement of education

❖ **Organizational excellence and concern**

- Development of strategic thinking and theorizing chair at Pasteur
- On-going improvement of scientific and operational management
- Describing macro-projects to create a spirit of cooperation among the various departments
- Encouragement and support of researchers in expanding knowledge frontiers
- Encouragement of researchers in health through Pasteur Institute awards
- Development of welfare facilities at Pasteur
- Creation and promotion of a reward system

❖ **Education and elevation of human resources skills**

- Holding educational and empowerment courses
- Modifying workforce and promoting the quality of human resources

❖ **Monitoring (monitoring and updating public relations)**

- Extensive and active participation in national and international conferences to obtain up-to-date knowledge
- Reinforcement and development of cooperation with other academic and industrial institutions
- Modifying and updating educational disciplines and topics according to community needs
- Allocation of an appropriate budget for laboratory equipment
- Modifying and clarifying existing research and intellectual property laws and processes



#### ❖ Sustainable development

- Increasing and improving physical space per capita of research groups
- Provision of sustainable financial resources
- Qualitative and quantitative promotion of research commercialization
- Development of knowledge-based companies
  - Development of parent companies with a focus on faculty members and staff
  - Development of spin-off companies by graduates
  - Creation and development of technology incubators

#### ❖ Participation

- Amendment and transparency in existing rules and processes in research and intellectual property
- Facilitating and encouraging private entities to invest in research and applied projects
- Signing memorandums of understanding to collaborate with industry
- Attracting public donations
- Partnership with non-governmental research funds to support technologists

#### ❖ Control

- Systematic control and follow-up of research projects
- Creation and improvement of research projects' monitoring systems

#### ❖ Process

- Amendment and transparency in existing rules and processes in research and intellectual property
- Development of research groups and departments' job descriptions
- Reforming structure of faculty member recruitment to attract qualified people

#### ❖ Development of technological activities, in line with the vision

- Use of capabilities in graduate academic theses through defining projects and research
- Transformation of single-project research activity into macro-research projects
- Supporting departments with potential capability to transform into national and regional references
- Recruitment of qualified faculty members according to the vision's requirements