



Semmelweis University's Strategic Pyramid

Our Mission

Improving people's health status and "protecting and serving health" through education, research, and health care activities.

Our Values

An international specialised university providing competitive diplomas to health care professionals in a student-oriented environment, Hungary's leading health care provider, and a preeminent international biomedical research centre.

Our Vision – 2024

Central Europe's leading international specialised university and knowledge centre, which reacts effectively to environmental changes and supports economic development. Owing to its international reputation, its graduates are welcome in the world's most advanced clinics, while its researchers are leading figures in international consortia.

Our Goals – 2024

Being one of the top three biomedical specialised universities in Central Europe.

Student population: 15,000; percentage of international students: 50%; percentage of qualified lecturers teaching in a foreign language: 90%; to increase research revenues two- or threefold; to triple the number of spin-off companies and patents.

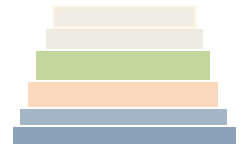
Strategies for Accomplishing Our Vision and Goals

Programmes for Realising Our Strategies

Short term (2015); medium term (by 2019); long term (by 2024)



Semmelweis University's Vision for 2024



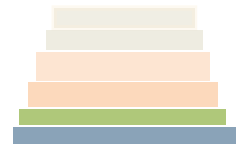
Central Europe's leading international specialised university and knowledge centre, which reacts effectively to environmental changes and supports economic development.

Owing to its international reputation, its graduates are welcome in the world's most advanced clinics, while its researchers are leading figures in international consortia.

- A medical and health sciences university functioning in accordance with the demands of the 21st century, which is the number one destination of international students studying in the region.
- Carries out numerous training, further training, and specialist training programmes in various countries around the world.
- A leading educational, research, and health care institution, focused on health protection, disease prevention, personalised medicine, and issues related to the aging population using the most modern technological platforms and digital health care.
- Its clinics are the region's number one health tourism destination, Hungary's leading institution in private health care, as well as the leading health care partner of large corporations operating in Hungary.
- It is an indispensable member of national (e.g. Hungarian Academy of Sciences) and international consortia and ecosystems, and is the number one partner of national and international pharmaceutical and biotechnology companies.
- Its educational, research, and health care activities play an important role in protecting and improving the Hungarian population's health status.



Strategies for Accomplishing Our Vision and Goals



Higher Education

- Development and application of a career model and performance-based incentive system for instructors.
- Widespread application of relevant international examples.
- Development and application of reciprocal systems of relations and regulations – unique dual training within health care professionals' training.
- Dynamic conformity to new trends in higher education.
- Active participation in developing the appropriate legal and maintainer system of regulations.

Research, Development and Innovation

- Application of a motivating research interest scheme, which also keeps the interests of the University in mind.
- Widespread dissemination of a goal and results-oriented entrepreneurial mentality.
- Incubator-type support of the University's R&D&I processes.
- The results-oriented broadening of national and international collaborations, the exploitation of synergies.
- The early involvement of talented students in research activities.
- Active participation in the development of domestic scientific policy in the area of life sciences.

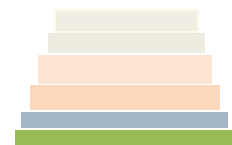
Health Care

- Development and application of a career model and performance-based incentive system for medical doctors.
- To ensure – through deliberate planning and regulation – that the clinics provide high level practice within medical education and hold a position as Hungary's highest quality health care institution.
- The planned and organised internationalisation of its health care services, while preserving domestic health care service priorities.
- To help reduce the effects of parasolvency using unique solutions in the absence of central regulation
- Active participation in the development of domestic health policy.

Operation

- Development of clear legal and responsibility relations using the internal regulations.
- Providing an attitudinal foundation for the protection of public wealth and the public good.
- The introduction of a performance and value-based compensation and incentive system.
- Organisational and personnel changes – as deemed necessary – in the interest of achieving a new, transparent operation.

Programmes for Realising Our Strategies*



Short Term Stabilisation

Medium Term Development and Sustainability

Long Term Large-Scale Development

Higher Education

1. Higher education capacity expansion
2. Mentoring higher education institutions
3. Launch of the MEDICAMPUS and dormitory projects
4. Launch of new international training programmes (graduate, postgraduate) to meet new market needs
5. The development of online and hybrid education (e.g. MOOC)

1. Improvement of ranking performance – concentration on biomedical areas (strategic alliances, affiliated institutions and acquisitions)
2. Realisation of the MEDICAMPUS and dormitory projects
3. Development of an international student recruiting system
4. Improvement of the modern practical teaching methodology
5. Cross-border lifelong learning activities (sectoral further training)

1. Service-oriented international university
2. Cross-border lifelong learning activities (experts, laypeople)
3. Strengthening international collaborations (Middle East, Far East, South America)
4. Cross-border international education

Research, Development and Innovation (R&D&I)

1. Establishment of the Bionic Innovation Centre
2. H2020 grants (e.g. Innolife KIC, H2020 Teaming)
3. “Knowledge Park in the Convergence Region” grant (Eger – regenerative medicine, health tourism”)
4. Research, Development, and Economic Development (“Healthy Nograd”)
5. Innovation management and strengthening of TTT
6. Strengthening partnerships with corporate research
7. Establishing resources for the Health 3.0 Innovation Park

1. **Increasing the number of centres of excellence**
2. Development of the ecosystem through financial investors
3. **Collaboration between small and large pharmaceutical and biotechnological companies**
4. **Commercialisation of intellectual property**
5. **Establishment of the Health 3.0 Innovation Park**

1. SE as the region’s leading knowledge centre
2. International R&D&I consortia
3. Increasing researcher mobility in both directions
4. Focused R&D&I activities (challenges of an aging society, personalised medicine, bionics)

Health Care

1. Completion of the Korányi Project
2. Providing labour force for health care, slowing the rate of migration (Merit Programmes)
3. Keeping profitable health care services within the University (PET-CT, MRI)
4. Development of private health care
5. To become a leader in Central Europe within special niche areas

1. Development of private health care (designing the optimal infrastructure)
2. Establishment of the Buda Emergency Centre
3. Business relations with financial institutions, insurance companies, large corporations
4. Broadening the health care portfolio
5. Organisational development of the Clinical Centre
6. E-health projects

1. Supporting external health care institutions through providing professional supervision, coordination, and professional competency (affiliate institutions)
2. Operation of the Buda Emergency Centre
3. Introduction of innovations serving the development of medicine (e.g. personalised medicine, modern imaging procedures, molecular medicine, bionics)

Operation

1. Development of medical, economic, and educational IT systems
2. The completion of the organisational and operational transformations, which were started two years ago
3. The creation of legal contractual conditions
4. Projects promoting cost-effective operation (e.g. Dalkia, Eurest, IKGR)
5. Updating the calculation of prime cost
6. Employing people with changed working abilities

1. **Domestication of the internal service system**
2. Optimisation of controlling mechanisms
3. Infrastructural development using domestic, EU, and other external resources
4. Introduction of the Researcher’s Portal and R&D&I manager software
5. Development of the institutional IT infrastructure for e-health

1. Operating a strong, unified, corporate-type management
2. Realisation of the central strategic procurement and inventory management
3. Improvement of the technological background, modernisation of the institutional infrastructure
4. Enterprise university: commercialisation of intellectual property is an integral part of university tasks.

* Projects currently underway are marked in **bold**; the numbering does not designate priority, it merely serves to ease referencing.