



SEMMELWEIS
UNIVERSITY 1769



STRATEGIC PLAN

2024/2025



SEMMELWEIS UNIVERSITY
CENTRE FOR TRANSLATIONAL MEDICINE



prepared by
PÉTER HEGYI

*(based on the 26-28 January 2024 Villány
brainstorming session - altogether 687 proposals received)*

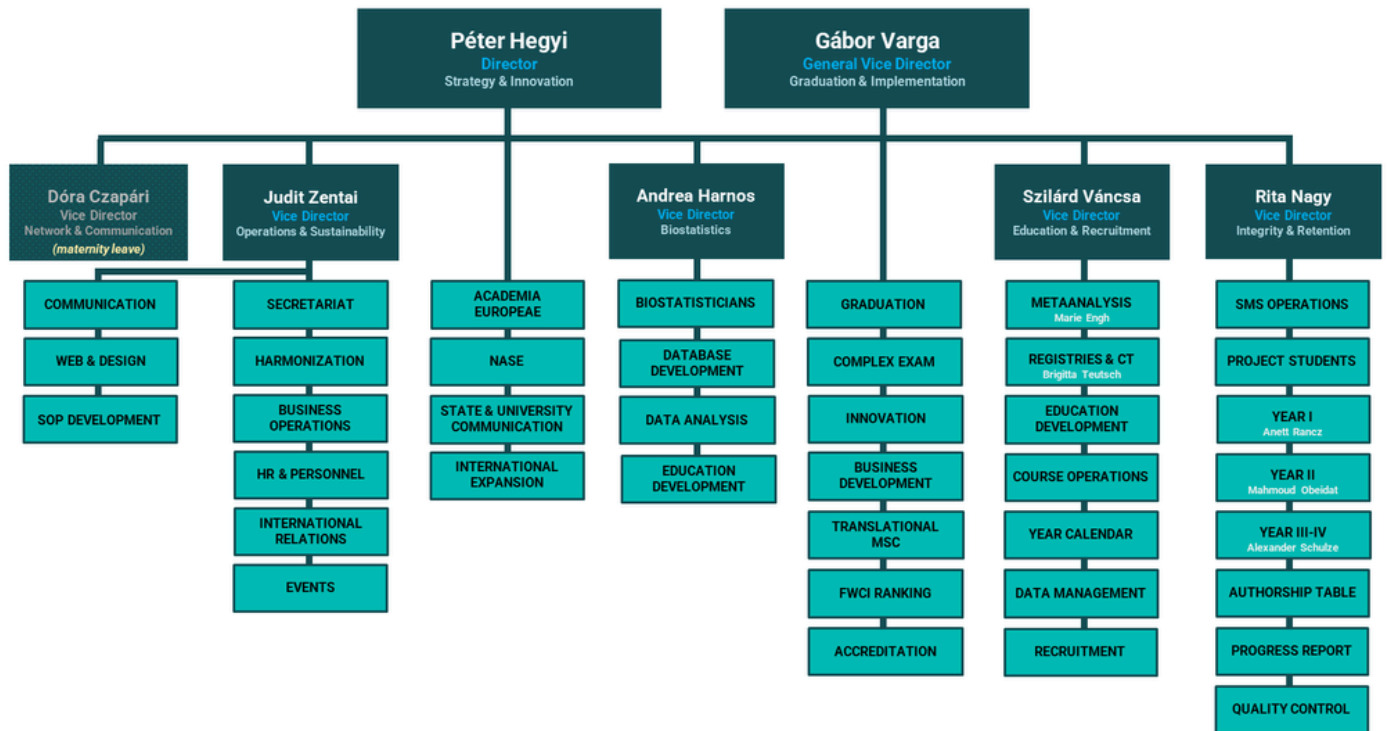




MOTTO

**QUALITY
NETWORK
EXPANSION**

NEW ORGANIGRAM



I. CHANGE OF ORGANIZATIONAL UNIT

1. NEW STRUCTURE AND ORGANIGRAM

- New organigram
- Task-based definition / Separation of Vice Director positions
- Making contractual positions continuous
- Developing a closer, more transparent relationship with NASE
- Optimization of meetings: can only be organized with an agenda and memo; there must be a crystal-clear purpose and outcome.

II. MAIN OBJECTIVES

1. STRENGTHENING THE OPERATIONAL SYSTEM OF THE OFFICE (immediately)

- Documentation and follow-up of incoming and outgoing documents
- Development of SOPs about standard, repetitive workflows
- Developing procedures for continuous economic monitoring
- Setting up rules for internal and external communication

2. ONLINE / MOODLE / EDUCATION DEVELOPMENT (continuous)

- Continuous recording of new educational videos (*Szilárd Váncsa*)
- Developing a specific solution user-friendly interface (*Andrea Harnos*)
- New website structure (*Attila Márta*)

3. QUALITY NETWORK EXTENSION

(Gábor Varga) (Spring 2024)

- A. Recruitment strategy for Supervisors (Gábor Varga - NAT, Alex Schulze - INT, Viktória Barna - AE)
- B. Audio-Video & Hardware-Software (Judit Zentai, Attila Márta)
- C. NASE-TMF-SU-CTM integration (Péter Hegyi)
- D. Soft skill videos (Szilárd Váncsa - NASE)
- E. Hard skill (clinical) videos (Szilárd Váncsa - NASE)
- F. Hard skill (basic) videos (Zsuzsa Helyes - NASE)
- G. Alumni (Judit Zentai)

III. STRATEGY & INNOVATION

(Péter Hegyi)

1. ESTABLISHMENT OF AE-SU-TMF WORKING GROUP

(Viktória Barna)

A. Recruitment of AE members

- i. Through AE members
- ii. Via SCOPUS
- iii. GOOGLE SCHOLAR

B. Conducting the election of AE members

- i. Through AE CVS

C. Incorporating AE professional groups into Group/Zoom meetings

(Marie Engh, Viktória Barna)

- i. Coordinated by AE-EUROSTAT leader
- ii. In the fields of cardiology, gastroenterology, etc.
- iii. ITAB, inclusion of Supervisors
- iv. Involvement of SMAs and SMEs

D. Organization of AE ZOOM meetings



2. AE-EUROSTAT-AETM WORKING GROUP

(Marie Engh, Viktória Barna)

- A. Creating SOPs (SM+)
- B. Organizing meetings
- C. Interpretation and management of microdata query
- D. Insertion into a calendar
- E. Cooperation with the INT NETWORK group
- F. Cooperation SMAs and SMEs
- G. Cooperation with the STAT team
- H. Cooperation with AE members
- I. Development of project follow-up

3. SEMINAR LECTURES – NASE PROGRAM

(Judit Zentai)

A. Organization of Seminar Lectures

- i. Communication with NASE
- ii. Providing video footage recording
- iii. SU - NASE - CTM harmonization

B. Government professional communication

- i. HUN-REN
- ii. Ministry of Culture and Innovation
- iii. Ministry of Foreign Affairs and Trade
- iv. Tempus Foundation
- v. MOL Foundation
- vi. State Secretariat for Health – institutional resident bonus (Péter Nyirády)

C. International university expansion & communication (Viktória Barna)

- i. Seeking for possible new universities
- ii. Marcel Pop (already existing connections)
- iii. Ambassadors
- iv. CUHK
- v. Cold calls



IV. GRADUATION & IMPLEMENTATION (Gábor Varga)



1. COMPLEX EXAM 2024

- A. Written Test (Szilárd Váncsa)
- B. Program Plan (Alex Schulze)
- C. Chairs (Rita Nagy)
- D. Administration (Alex Schulze, Secretariat)

2. COMPLEX EXAM 2025

- A. Written Test (Szilárd Váncsa)
- B. Program Plan (Mahmoud Obediat)
- C. Chairs (Rita Nagy)
- D. Administration (Mahmoud Obediat, Secretariat)

3. GRADUATION

- A. Proactivity and consultations
- B. PhD submission quality and administrative control
- C. Progress Report 7 (home defense)
- D. Progress Report 8 (PhD defense)

4. SUPERVISORS

- A. Administrations
- B. Eligibility and acceptance

5. BUSINESS PLAN

- A. Finance plan development
- B. Finance operations
 - i. Hungarians/EU (80-20 / 50-50 / 20-80)
 - ii. EU-bilaterals (10 – 2,5 – 1,25 – 1,25 euros = 15,0 euros)
 - iii. Non-EU (year I-II: 20 – 20; year III-IV: 10 – 10; 50% for SU)
 - iv. MD/PhD special – see later



6. REPLACING PÉTER HEGYI

- A. Vice Rectors meeting
- B. Doctoral Council
- C. University meetings
- D. Others

7. INDIVIDUAL MSC DEGREE

(Gábor Varga)

- A. Program Plan (Marie Engh)

8. MSCA COFUND & H2020

(Vikítória Barna)

- A. MSCA COFUND application update and resubmission
(July 2023 – Feb 2024)

9. RANKING CITATION FOLLOW-UP

(Spring 2024)

- A. Citations (FWCI), with Péter Szluca – year-by-year follow-up

10. MONEY RISING

- A. Church
- B. Ministries (Marcel Pop)
- C. Industry collaboration (Richter, etc.)



V. OPERATION & SUSTAINABILITY | VI. NETWORK & COMMUNICATION

(Judit Zentai)

(Dóra Czapári)

1. SECRETARIAT STRUCTURE

(Judit Zentai) (1 April)

- A. Recruitment to strengthen the secretariat staff, including:
- B. Only Quality People (OQP) strategy = terminating the employment of employees with less than 3 months of brilliant performance
- C. Recruitment of an additional secretarial assistant (4+1)

2. HARMONISATION OF ECONOMIC TASKS

(1 April)

Planning the performance and the follow-up of economic tasks:

- A. Preparation of the next year's economic plan
- B. Mid-year budget monitoring
- C. Year-end budget closure

3. OPERATING SOFTWARE SUPPORT

(continuous)

Introduction of courses and training to increase the efficiency of work, in particular in the following areas:

- A. ChatGPT
- B. DeepL
- C. Tracking software
- D. Introduction of time management



4. SU INTEGRATION

(Judit Zentai) (Spring 2024)

CTM's introduction to the Rectoral and Doctoral boards, personal communication

5. SOP DEVELOPMENT

(Dóra Czapári) (1 April)

A. Developing a procedure for Directorate support in the following areas:

- i. E-mail management
- ii. Convening management meetings
- iii. Sending memos of management meetings
- iv. Preparing memos for external meetings
- v. Preparing economic plans

B. Develop Secretariat SOPs in the following areas:

- i. Coordination of secretarial staff, task-based division of duties
- ii. Developing coordination within and outside the university
- iii. Preparing memos

C. Development of SOPs for Deputy Directorates:

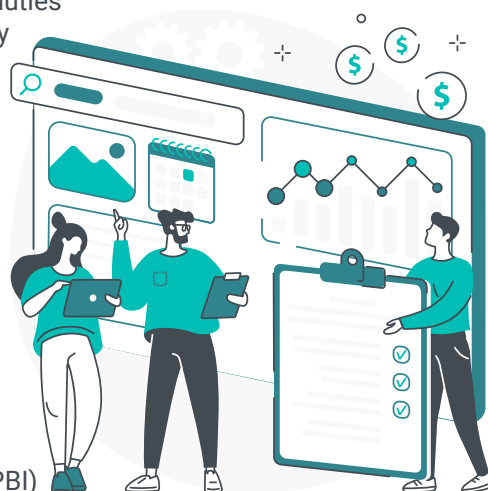
- i. For all areas (Vice Directorates)

D. Development of SOPs within the CTM:

- i. Provide one e-mail address (feedback within 24 hours)
- ii. Common CTM calendar
- iii. Common discussion time (after EXCO)

E. Development of SOPs outside the CTM:

- i. SU Vice Rector
- ii. Liaising with different departments of the SU
- iii. With external parties and institutions (NASE, TMF, PTE, PBI)



6. EVENT COORDINATION

(Judit Zentai)

- A. CTM social events
- B. CTM Opening
- C. CTM Xmas
- D. CTM Brainstorming
- E. Progress Reports
- F. Cultural month (connection with SU – students appointed before the year)



7. WEB INTERFACE SIMPLIFICATION

(Attila Márta)

- A. Easy click access
- B. NASE-TMA-SU-CTM planning and interconnection
- C. Vision - Mission - Goals
 - i. Simplification of the website
 - ii. Ensure quick accessibility
- D. Educational materials
 - i. Providing access from the TMF and SU websites
 - ii. Launching webinar series (Dezső Csupor, TM)
- E. Conference video and image materials
 - i. Providing access from the TMF and SU websites
- F. Feedback management
 - i. In accordance with other groups

8. DESIGN (Viktória Kocsis)

- A. NASE – SE new joint logo (blue-gold coloured)

9. HARMONIZATION OF PRESS RELEASES

- A. Newsletter
- B. SU press about major events
- C. SU press about scientific results
- D. Journalistic relations, news editing (*Emese Szabó*)
- E. NASE (*Ágnes Bittera*)

10. DEVELOPMENT OF AN HR QP (QUALITY PERSONNEL) START-UP PROGRAMME (Judit Zentai)

- A. Development of a CTM Loyalty Programme (30 December)
 - i. Overview of the previous programme
 - ii. Designing a new programme
 - iii. SZÉP card
- B. Development of TÉR (1 November)
 - i. Review of previous programme
 - ii. Designing a new programme
- C. Development Career path (from Secretariat to Director) (1 November)
 - i. Review of previous programme
 - ii. Designing a new programme
- D. Office well-being program
 - i. Development



11. DEVELOPMENT AND IMPLEMENTATION OF THE EXIT INTERVIEW PROGRAMME METHODOLOGY (Judit Zentai) (30 December)

to be built at all levels

- A. SMP, SMS, SMA, SME
- B. Statisticians
- C. Office

12. INCREASING TRANSPARENCY AND SIMPLIFYING COMMUNICATION BETWEEN PERSONS AND CENTRES (Dóra Czapári)

- A. PTE-SZTE-TMA-NOBEL communication (continuous)
 - i. Clarifying tasks
- B. Development and introduction of retention program (Judit Zentai, Rita Nagy) (30 December)
 - i. Everyone needs motivation (intrinsic – extrinsic) have a questionnaire?
 - ii. Block demotivation (awareness program)
 - lack of feedback
 - conflicts
 - lack of appreciation
 - slow-fast promotion



- iii. Overloaded - a critical point
- iv. HR follow up of employes
- v. Performance evaluation system
- vi. Employee development
- vii. Reintegration packages
- viii. Loyalty program
- ix. NEW employe package
- x. Face to Face conversations

13. CONTINUOUS UPDATING OF SOCIAL MEDIA (Dóra Czapári)

- A. Campaign implementation
(Facebook, Instagram, Youtube, Twitter, LinkedIn, TikTok)

14. DEVELOPMENT OF START UP PACKAGE (continuous)

- A. For New international students
- B. Communication with NKI team – Marcel Pop
- C. Help for modifying residency plan (Rita Nagy, Veronika Lillik)

VII. EDUCATION & RECRUITMENT (Szilárd Vánca)

1. RECRUITMENT

(Anett Rancz, Alex Schulze) (Spring 2024)

Aim to achieve 2x oversubscription for state scholarship places

A. Rules and Regulations MD/DMD/MSc/PhD – Finance

i. Bilateral

- Program fee: 20.000 EUR / academic year
- Application fee: 9.000 HUF

ii. PhD

- Program fee: 20.000 EUR / academic year
(50% discount for students who studying or graduated from SU)
- Application fee: 75 EUR / person or / 750 EUR group

iii. Build the basics

- Program with no English course: 10.000 EUR / year
- Program with Threshold English course: 15.000 EUR / year
- Program with Breakthrough English course 30.000 EUR / year
- Application fee: 75 EUR / person or 750 EUR / group

iv. Expert

- Program fee: 20.000 EUR / academic year
- Application fee: 75 EUR / person or 750 EUR / group

v. Hybrid PhD

- Scholarship amount: 140.000 HUF for Year I-II; 180.000 HUF for Year III-IV
- Application fee: 9.000 HUF

vi. MD/DMD/PHARM-PhD

- Program fee: 10.000 EUR / academic year
- Application fee: 75 EUR / person



B. Compilation of recruitment material
(Anett Rancz) (28 February)

- i. Compilation and update of slide series
- ii. Compilation of PDF materials

C. Recruitment network (ambassador)
(Alex Schulze) (Spring 2024)

i. Foreign priorities

- Slovak-Czech (Péter Jenő Hegyi, Petrana Martinekova)
- Romanian (Stefania Bunduc, Anett Rancz)
- Leuven-Munich-NYU (Péter Hegyi)
- Hamburg (Alex Schulze)
- CUHK (Péter Hegyi, Xinyi Cindy Qian)
- China (Xinyi Cindy Qian)
 - Chinese language materials
- Uniwell (Szilárd Váncsa)
- SE – Alpár Alán (Gábor Varga, Alex Schulze)

ii. Foreign other

- International ambassadors (Alex Schulze)
 - Their own country
 - SE international community
 - PTE-SZTE-DE international community
- Faculties (Gábor Varga)
 - Graduation (Gábor Varga)
 - MD/PhD (Alex Schulze)
 - Basic departments
 - Clinical departments
- Information towards the Universities
 - E-mails (Viktória Barna)
 - ORPHEUS (Gábor Varga, Viktória Barna)



iii. Hungarian general

- Half of the institutes BASIC - CLINICAL (Gábor Varga)
- Half of the students (supervisors)
- Visit the clinics where the students came from (Szilárd Váncsa)
- Visits the clinics from which students have not yet come (Gábor Varga)
- Hospitals (finding hospital liaisons – already recruited students)

D. Hospital visits (31 March)

- i. Identification of large-volume hospitals (Dóra Czapári, Péter Hegyi)
- ii. Where students came from (Dóra Czapári, Péter Hegyi)
- iii. Here students have not yet come from (Dóra Czapári, Péter Hegyi)

E. Webinar (3 April)

- i. In English (Péter Hegyi)
- ii. Webinar promotion with EU and non-EU partners (Viktória Barna)

F. Company visits in the framework of a recruitment campaign (continuous)

- i. Supervisors's tasks

G. Strategy for PTE/SZTE/DE/ÁTE to facilitate their accession to the Programme (continuous)

- i. Invitation to progress reports (Rita Nagy)

H. Targeted online advertisement

- i. Strategy and financial plan

2. CALENDAR

(Szilárd Váncsa) (31 April)

A. Year 2024/2025 development

3. CREDIT HARMONIZATION

(Szilárd Váncsa)

A. Clear credit descriptions (Year I-II)

B. Neptun

C. Credit check (QR codes)

4. REGULAR PHD COURSES

(Szilárd Váncsa)

A. All course should have slides + transcript

B. Harvard materials check for implementation

C. Lecturers appointment

D. Lecturers quality control

E. Courses feedbacks

F. Recordings harmonization (NASE)

G. Financial follow ups

5. SOFT SKILL COURSE INTEGRATION

(Marie Engh)

A. Facilitators game etc.

B. Practice with rebecca

6. META-ANALYSIS

(Marie Engh, Anett Rancz) (Spring 2024)

A. Education material development

B. Quality control

C. Follow-up



7. REGISTRIES - CT

(Brigitta Teutsch, Isabel Pinto) (Spring 2024)

A. Education material development

B. Quality control

C. Follow up

8. WINTER – SUMMER COURSES

(Szilárd Váncsa, Bianca Golzio) (Spring 2024)

A. Winter – Summer School BASIC programs

i. In case of in-person participation:

- 12 (0) -25 participants: 1.600 0 EUR / person
- 25-40 participants: 1.500 EUR / person
- 41-60 participants: 1.400 EUR / person
- 61 or more participants: 1.300 EUR / person

ii. 20% discount in case of online participation

iii. +20% in case of a different time period
(in case of 12+ participants)

B. Winter – Summer School ADVANCED programs

i. In case of in-person participation:

- 12 (0) -25 participants: 2.400 EUR / person
- 25-40 participants: 2.200 EUR / person
- 41-60 participants: 2.000 EUR / person
- 61 or more participants: 1.800 EUR / person

ii. 20% discount in case of online participation

iii. +20% in case of a different time period
(in case of 12+ participants)



9. SUPERVISORS COURSE

(Péter Hegyi, Szilárd Vánca)

- A. Development
- B. Start (**September 2024**)
- C. Financial plan
- D. Online and in person

10. SMS COURSE

(Szilárd Vánca, Rita Nagy)

- A. Spring Course
- B. Late August Course
- C. Graduation celebration for new SMSs (opening ceremony)
- D. Meta-booster training for SMSs (Andrea Harnos)

11. METABOOSTR

(Szilárd Vánca, Gábor Varga, Viktória Barna, Alex Schulze)

- A. Rules

12. DEVELOPING UNIFORMIZATION IN EDUCATION AND RESEARCH

(Szilárd Vánca)

- A. SOP for project meeting
- B. SOP for group meetings
- C. SOP for class meetings
- D. SOP for progress reports

13. REGISTRY MANAGEMENT GROUP

(Brigitta Teutsch, Vivien Vass, Richárd Farkas) (**continuous**)

- A. Goal
 - i. Checking the input data of new TM registries
 - ii. Development of a research administrator training for registries
 - iii. Developing a process for receiving data from other registries

B. Campaign (Brigitta Teutsch, Alex Schulze)

14. ECDMS SERVICE DEVELOPMENT

(**continuous**)

- A. Separation of processes, pricing restructuring
 - i. PDFs to be updated
- B. ECDMS costs, payments monitoring
 - i. Launching contracts, coordinating payments (with legal team)
 - ii. Monitoring of payments

15. ECDMS 3.0 DEVELOPMENT

(**continuous**)

- A. Separation and simplification of processes.
In this context, the following options should be developed:
 - i. Possibility to modify each register separately
 - ii. Simplification of common fields
 - iii. Possibility to customize the number of pipes
 - iv. Delete unused registers, transfer data, save biosamples



B. Development of short-term improvement options:

- i. Register launch
- ii. Multifactor authentication
- iii. Development of queries, data export functions
- iv. Development of an online medical record
- v. Medsol two-way integration solution

C. Development of medium-term improvement options:

- i. Development of a data access request form within the system
- ii. Extract transform load
- iii. Incorporate data analysis program for LIVE tracking (with Stat group)



16. CLINICAL DATA MANAGEMENT

(continuous)

A. Unit of Zsolt Bagyura

VIII. INTEGRITY & RETENTION

(Rita Nagy)

1. SMS

(Spring 2024)

- A. Rules and Regulations (1 March)
- B. Coaching system
- C. Recruitment (1 April)
- D. Quality control
- E. Weekly operation management
- F. Retention / introduction package
 - i. Lecturers
 - ii. Teach them publication benefits,
 - iii. Have a closing course
 - iv. Supervisors for project students
 - v. Offer conference reg (?)
 - vi. Offer international possibilities (post doc)

2. PROJECT STUDENTS

(Bianca Golzio)

- A. Follow up
- B. Operations

3. YEAR I

(Anett Rancz)

- A. Recruitments
- B. Entry interview organization
- C. Monitoring Weekly Attendance & Progress (QR codes 1w)
- D. Communication between YEAR I and CTM
- E. Operational management of progress reports I – IV
 - i. 1 compulsory questions
 - ii. Wine/best questioners
- F. Hints and Tips





4. YEAR II

(Mahmoud Obeidat)

- A. 2 weeks compulsory program
- B. Monitoring Weekly Attendance & Progress (QR codes 2w)
- C. Communication between YEAR II and CTM
- D. Operational management of progress reports V-VI

5. YEAR III-IV

(Alex Shulze)

- A. 1 meeting/month (agregated groups)
- B. Monitoring progress

6. AUTHORSHIP TABLE

(Rita Nagy)

- A. Rules and Regulations
- B. MEC extra possibilities (Super – supervisors)
- C. Year I
- D. Year II
- E. Year III-IV

7. SUBMISSION QUALITY CONTROL

(Rita Nagy)

- A. Operated by SMSs
- B. First two journals D1 check (by SMSs)

8. REVISION QUALITY CONTROL

(Rita Nagy)

- A. Operated my SMAs

9. PROGRESS REPORT CHAIRS APPOINTMENTS

(Rita Nagy)

- A. Progress I - Close to Budapest
- B. Progress II - From Hungary
- C. Progress III - Field leaders
- D. Progress IV - Institution leaders
- E. Progress V - Society leaders
- F. Progress VI - International



IX. BIOSTATISTICS

(Andrea Harnos)

1. OPTIMISING CURRENT OPERATIONS

(continuous)

- A. Professional tasks
 - i. Develop monthly contacts with SMSs and students
 - ii. Finalise the structure/agenda of the statistical group and get it approved
 - iii. Establish a transparent monitoring system for projects
 - iv. Add online statistical trainings
 - v. SMS, SMA, SME advanced training

- B. Team tasks**
 - i. Team unit continuation
 - ii. Introduce social programmes (online coffee, etc.)
 - iii. Full-time stat positions
- C. Salary**
 - i. Project-based payment (1/3 (basic) – 2/3 (project))

2. IMPROVING THE PROFESSIONAL SKILLS OF THE STATISTICS TEAM (continuous)

- A. Organisation of internal courses**
 - i. Organizing the education of seniors
 - ii. Using foreign education material
 - iii. Inviting lecturers from other countries
- B. Development of methodology (creation of a PhD group)**
 - i. Development of new methodology
 - ii. Publication of new methodology
 - iii. Implementation for policy makers 3D



3. CREATE STATISTICAL PROTECTED TIME FOR SE EMPLOYEES (WORK:LEARNING:RESEARCH)

- A. Creation of a public calendar

4. CONTINUE IMPROVEMENTS

- A. MetaBoostR – complex model analysis, reporting
- B. Automating registry analysis
- C. Clinical trial design tasks (sample size estimation / randomisation) creation of online apps
- D. Software development environment/methodology (gitea)
- E. Creation of an analysis repository

5. DEVELOPMENT AND INTRODUCTION OF GAMIFICATION STRATEGY

(Alex Schulze Wenning)

- A. Gamification – <https://youtu.be/gfFgga9XY7k>
- B. Smiley face/thumbs up after good presentation
- C. Quiz for the students (Nolej (500/one) based on videos AI)
- D. 30 seconds videos = quiz (campaign PRIZE: conference reg)
- E. Test questions
- F. LEVEL UP!
- G. Colour code on the phone to keep it green



6. DESIGNING ONLINE TRAINING MODULES

(1 September)

A. Running an online education development group (**continuous**)

- i. Involvement of external partners
- ii. Preparing changes to internal materials
- iii. Moodle development
- iv. Moodle email system (less email) desensitization
- v. Develop transparency for SME-SMS system
- vi. Creation of a feedback system

B. Online automation group (**continuous**)

- i. FAQs should assess processes that occur regularly and can be transferred to the "computer"
- ii. These processes should be automated



7. MOODLE/ TEACHING METHODOLOGY TEACHING HARMONISATION

(30 August 2023)

A. For SMS, SMA and SME

B. For SML and SMP

C. For statisticians





*Let's aim for
quality and development!*



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