



SEMMELWEIS
UNIVERSITY 1769

SEMMELWEIS UNIVERSITY
CENTRE FOR TRANSLATIONAL MEDICINE

STRATEGIC PLAN

2025/2026



prepared by
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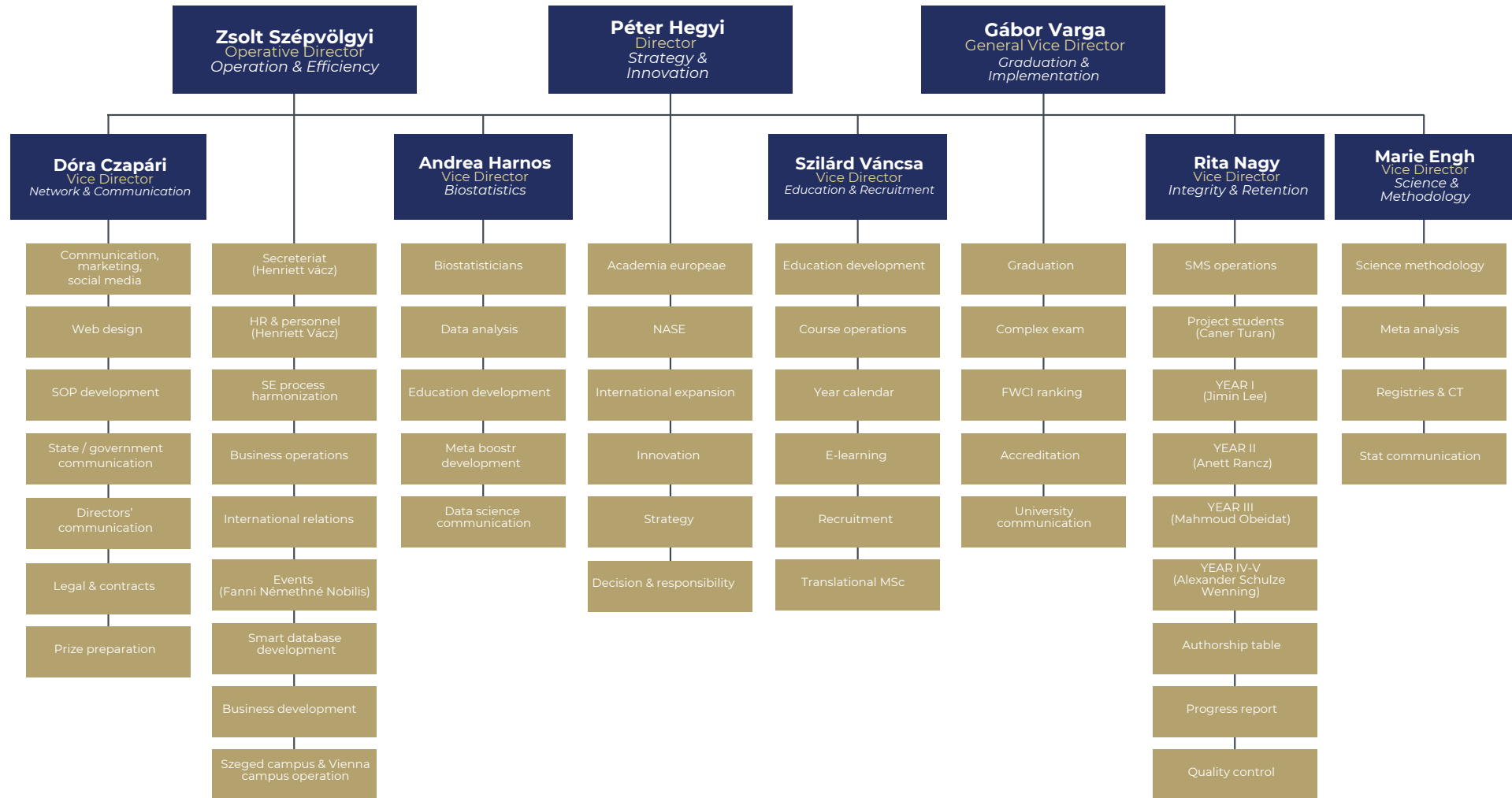
(based on the February 2025 brainstorming session
altogether 403 proposals received)



MOTTO

EFFICIENT
COMMUNITY
NETWORK

NEW ORGANIGRAM



I. CHANGE OF ORGANIZATIONAL UNIT

1. NEW STRUCTURE AND ORGANIGRAM

- A. New organigram to reflect clear roles and responsibilities, ensuring alignment with operational goals
- B. Task-based definitions
- C. Scaling for network expansion and international rollout
- D. Strengthening operational management capability
- E. Establishing economic management and monitoring

II. MAIN OBJECTIVES

1. EFFICIENCY: DEVELOPMENT OFFICE OPERATIONS

(immediately)

- A. Documentation and follow-up of incoming and outgoing documents
- B. Development of SOPs about standard procedures, repetitive workflows
- C. Optimization of meetings with agendas and memos
- D. Task-force specialty meetings organized to Mondays
- E. Development of procedures for continuous economic monitoring
- F. Setting up rules for internal and external communications

2. DIGITIZATION: ONLINE / MOODLE / DATABASE DEVELOPMENT

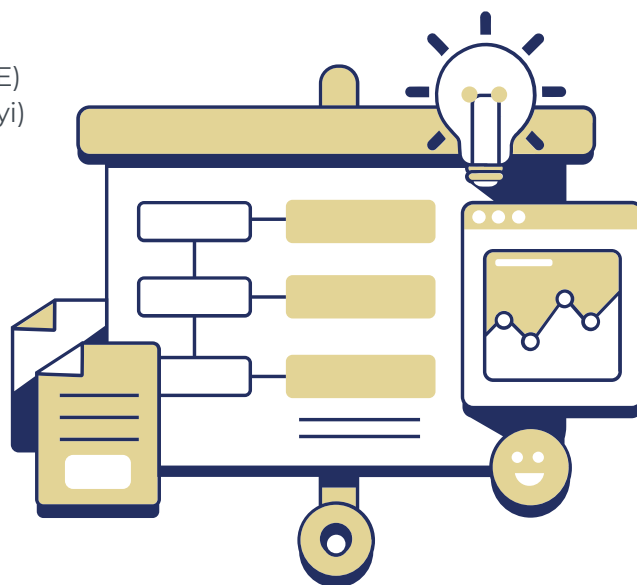
(continuous)

- A. Continuous recording of new educational videos (Szilárd Váncsa)
- B. Enhance Moodle with user friendly, personalized interface (Andrea Harnos)
- C. New website structure (Attila Márta)
- D. Development of central database system to cover CTM major operations (Zsolt Szépvölgyi)

3. QUALITY NETWORK EXTENSION

(Q2-Q3 2025)

- A. Recruitment strategy for Supervisors (Gábor Varga - NAT, Viktória Barna – INT and AE)
- B. Audio-Video & Hardware-Software (Attila Márta in Q4 2025, depending on funding)
- 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 (Zoltán Rakonczay - NASE)
- G. New centers standard operation (Zsolt Szépvölgyi)



III. STRATEGY & INNOVATION

(Péter Hegyi)

1. PARTICIPATE IN THE LEGISLATION OF PHD LAWS

(with Dóra Czapári)

New Legislative Regulation of the PhD resident training

2. AE PRESIDENCY ELECTION

A. Nomination of Ole Petersen

B. Section chair meetings (organized by Dóri Czapári)

C. Building email database (Henriett Váczi, Viktória Barna) only for Centra-Eastern Europe

3. 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. From Knowledge to Activity

i. Organization of AE ZOOM meetings

E. AE BUD knowledge hub coordination

4. 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

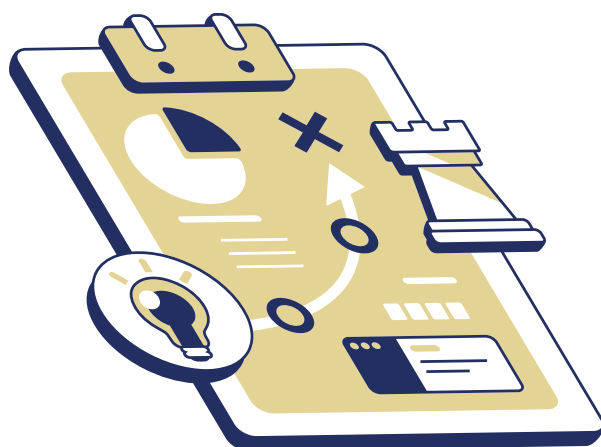
E. Cooperation with the INT NETWORK group

F. Cooperation SMAs and SMEs

G. Cooperation with the STAT team

H. Cooperation with AE members

I. Development of project follow-up



5. SEMINAR LECTURES – NASE PROGRAM

(with Fanni Nobilis)

A. Organization of Seminar Lectures

(Péter Hegyi, Fanni Nobilis)

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

B. NASE - Government communication

(Péter Hegyi, Dóra Czapári)

- 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 possible new universities
- ii. SE Dir. International Relations (already existing connections)
- iii. Ambassadors
- iv. CUHK
- v. Cold calls



6. QUALITY CONTROL

(Péter Hegyi)

Pre-progress report quality control (with Gábor Varga)

IV. GRADUATION & IMPLEMENTATION

(Gábor Varga)

1. COMPLEX EXAM 2025

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

2. COMPLEX EXAM 2026

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

3. GRADUATION

- A. Proactivity and consultations (Alex Schulze)
- 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. REPLACING PÉTER HEGYI

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

6. INDIVIDUAL MSC DEGREE

(Gábor Varga)

- A. Program Plan (Szilárd Váncsa)

7. RANKING CITATION FOLLOW-UP

(Summer 2025)

- A. Citations (FWCI), with Péter Szluka – year-by-year follow-up
- B. Communication to SMSs (Rita Nagy)
- C. Citation Strategy Table (Bianca Golzio)



V. OPERATION & EFFICIENCY

(Zsolt Szépvölgyi)

1. SECRETARIAT STRUCTURE

(Zsolt Szépvölgyi) (immediately)

- A. Recruitment to strengthen the secretariat staff, including:
- B. Only Quality People (OQP) strategy
- C. Recruitment of an additional secretarial assistant (4+1)

2. HARMONIZATION OF ECONOMIC TASKS

(continuous)

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. BUSINESS PLAN

A. Finance plan development

B. Finance operations

i. Hungarians/EU (80-20 / 50-50 / 20-80)

ii. EU-bilateral (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

v. MSc 22, bilateral 11

4. SU INTEGRATION

(Zsolt Szépvölgyi) (continuous)

A. CTM's introductory meetings to the Rectoral and Doctoral boards, personal communication

B. Process harmonization and finetuning to deepen SU integration

5. EVENT COORDINATION

(Fanni Nobilis)

A. CTM social events

B. CTM Opening

C. CTM Xmas

D. CTM Brainstorming

E. Progress Reports

F. Cultural month

6. DEVELOPMENT OF AN HR QP (QUALITY PERSONNEL) PROGRAMME

(Zsolt Szépvölgyi, Henriett Váczi)

Development of yearly performance evaluation system (TÉR)

7. DEVELOPMENT AND IMPLEMENTATION OF THE EXIT INTERVIEW PROGRAMME METHODOLOGY

(Zsolt Szépvölgyi, Henriett Váczi) (to be built at all levels)

A. Students (graduated or left)

B. SMSs, teachers

C. Statisticians

D. Office personnel

8. DEVELOPMENT OF A NEW EMPLOYEE/ STUDENT START-UP INDUCTION PROGRAMME

(Zsolt Szépvölgyi, Henriett Váczi)

A. Online package for new CTM employees

B. for new centres

C. for new international students



VI. NETWORK & COMMUNICATION

(Dóra Czapári)

1. WEB INTERFACE SIMPLIFICATION

(Attila Márta)

- A.** Easy click access
 - B.** NASE-TMA-SU-CTM planning and interconnection
 - C.** Brand Values: Vision - Mission - Goals
-
- i. Simplification of the website
 - ii. Ensure quick accessibility
 - iii. Brand values need to be more exact:
 - iv. FROM SCIENCE TO SOCIETY: CTM make healthcare professionals more effective
 - v. Market analysis is needed

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
Providing access from the TMF and SU websites

F. Feedback management
In accordance with other groups

2. DESIGN

(Viktória Kocsis)

- A.** NASE – SE new joint logo (blue-gold coloured)
- B.** Szeged TM centre design elements
- C.** Wien TM centre design elements

3. HARMONIZATION OF PRESS RELEASES

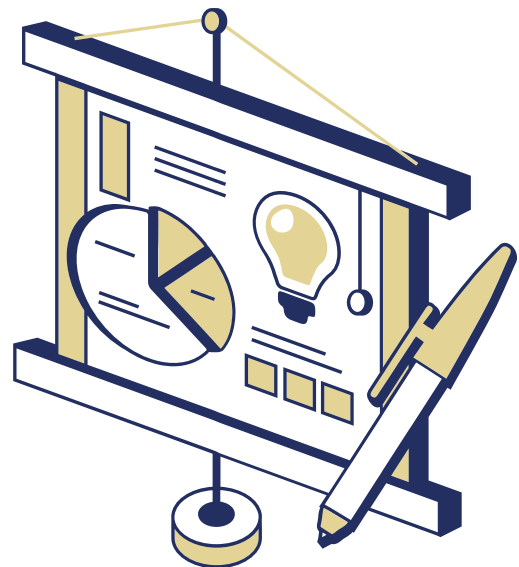
(Attila Márta, Zsanett Sófalvi)

- 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)

4. CONTINUOUS UPDATING OF SOCIAL MEDIA

(Zsanett Sófalvi, Viktória Kocsis, Attila Márta)

- A.** Campaign implementation
(Facebook, Instagram, Youtube, Twitter, LinkedIn, TikTok)
- B.** CTM articles, 1-minute videos published in social media



5. SOCIAL ENGAGEMENT

(Dóra Czapári, Fanni Nobilis)

A. Development of the CTM Community

- i. Society building elevates long-term engagement

B. Office well-being program

- i. common eating
- ii. cultural events
- iii. more social events



6. SOP DEVELOPMENT

(Dóra Czapári) (immediately)

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)

7. LEGAL

(Dóra Czapári) (immediately)

Clinical work for international students (e.g. shadowing of deputies are essential)

8. OPERATING SOFTWARE SUPPORT

(Attila Márta) (continuous)

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

- A.** AI applications in relevant tasks: ChatGPT, DeepL, etc. (to check PhD thesis?)
- B.** Tracking software
- C.** Introduction of time management
- D.** Smart central database system development (with external supplier) including mail automation as a special project to be planned separately

9. ECDMS SERVICE DEVELOPMENT

(continuous)

- A.** Separation of processes, pricing restructuring

PDFs to be updated

- B.** ECDMS costs, payments monitoring

- i. Launching contracts, coordinating payments (with legal team)
- ii. Monitoring of payments

10. 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 bio-samples

- 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)

11. MONEY RISING

- A.** Ministries
- B.** Industry collaboration (Richter, etc.)
- C.** MOL foundation



VII. EDUCATION & RECRUITMENT

(Szilárd Váncsa)

1. RECRUITMENT

(Jimin Lee, Anett Rancz, Alex Schulze, Bianca Golzio) (During 2025)

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: 75 EUR / person or / 750 EUR group

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

(Jimin Lee) (Q1 2025)

i. Compilation and update of slide series

ii. Compilation of PDF materials



C. Recruitment network (ambassador)

(Alex Schulze) (Q2-Q3 2025)

i. Foreign priorities

- a. Slovak-Czech *(Péter Jenő Hegyi)*
- b. Romanian *(Stefania Bunduc, Anett Rancz)*
- c. Leuven-Munich-NYU *(Péter Hegyi)*
- d. Hamburg *(Alex Schulze)*
- e. CUHK *(Péter Hegyi, Xinyi Cindy Qian)*
- f. China *(Xinyi Cindy Qian)* Chinese language materials
- g. Uniwell *(Szilárd Váncsa)*
- h. SE – Alpár Alán *(Gábor Varga, Alex Schulze)*
- i. Jordan *(Mahmoud Obeidat)*
- j. Vienna *(Alex Schulze)*

ii. Foreign other

a. International ambassadors *(Alex Schulze)*

- Their own country
- SE international community
- PTE-SZTE-DE international community

b. Faculties *(Gábor Varga)*

- Graduation *(Gábor Varga)*
- MD/PhD *(Alex Schulze)*
- Basic departments
- Clinical departments

c. Information towards the Universities

- E-mails *(Viktória Barna)*
- ORPHEUS *(Gábor Varga, Viktória Barna)*



iii. Hungarian general

- a. Half of the institutes BASIC - CLINICAL *(Gábor Varga)*
- b. Half of the students *(supervisors)*
- c. Visit the clinics where the students came from *(Szilárd Váncsa)*
- d. Visits the clinics from which students have not yet come *(Gábor Varga)*
- e. Hospitals (finding hospital liaisons – already recruited students) *(Zsolt Szépvölgyi)*

D. Hospital visits *(Q2 2025)*

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

E. Webinar *(17 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)*

Supervisors's tasks

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

- i. SZTE launch event 29-Apr *(Peter Hegyi presentation)*
- ii. Wien launch event 12-Jun *(Peter Hegyi presentation)*
- iii. Invitation to progress reports *(Rita Nagy)*

H. Targeted online advertisement *(Dóra Czapári)*

- i. Strategy and financial plan
- ii. Targeting 5th, 6th year foreign students
- iii. Re-marketing campaign online
- iv. Involve alumni in communications
- v. Include SU basic departments

2. CALENDAR

(Szilárd Váncsa) (31 May)

- A.** Year 2025/2026 development
- B.** Checklist for more clarity
- C.** Strategy for announcement earlier

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. WINTER – SUMMER COURSES

(Szilárd Váncsa, Bianca Golzio) (continuous)

A. Winter – Summer School BASIC programs

i. In case of in-person participation:

- 12 (0) -25 participants: 1.600 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

ii. 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

iv. 20% discount in case of online participation

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



6. SUPERVISORS COURSE

(Szilárd Váncsa)

A. Development

B. Start (September 2025)

C. Financial plan

D. Online and in person

E. Campaign among graduating students at institutes (Szilárd Váncsa)

7. SMS COURSE

(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)

8. DEVELOPING UNIFORMIZATION IN EDUCATION AND RESEARCH

(Szilárd Váncsa)

A. SOP for project meeting

B. SOP for group meetings

C. SOP for class meetings

D. SOP for progress reports

9. REGISTRY MANAGEMENT GROUP

(Brigitta Teutsch, Bianca Golzio, 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)*

VIII. SCIENCE & METHODOLOGY

(Marie Engh)

1. META-ANALYSIS

(Summer 2025)

- A. Education material development
- B. Quality control
- C. Follow-up

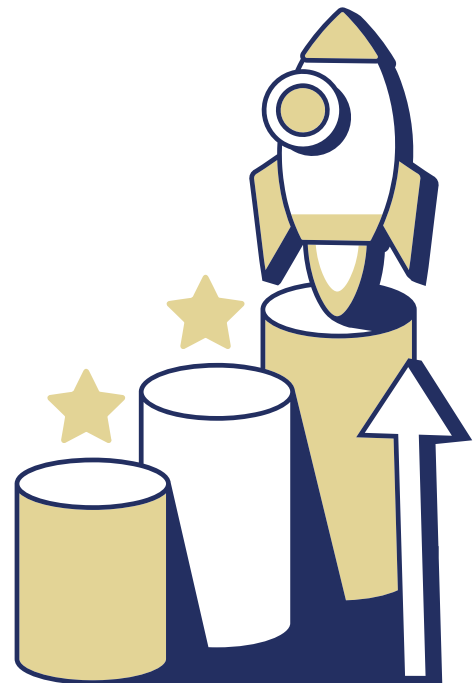
2. REGISTRIES - CT

- A. Education material development
- B. Quality control
- C. Follow up
- D. International Surveys

3. METABOOSTR

(Marie Engh, Andrea Harnos)

- A. Rules



IX. INTEGRITY & RETENTION

(Rita Nagy)

1. SMS

(Spring 2025)

- A. Rules and Regulations (1 March)
- B. Coaching system
- C. Recruitment (1 April)
- D. Quality control

PPT quality: fewer words, more figures

- 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

(Caner Turan)

- A.** Follow up
- B.** Operations

3. YEAR I

(Jimin Lee)

- 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
- F.** Laptop free environment

- i. 1 compulsory question
- ii. Wine/best questioners

G. Hints and Tips

4. YEAR II

(Anett Rancz)

- 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

(Mahmoud Obeidat)

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

6. YEAR IV-V

(Alex Schulze)

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



7. AUTHORSHIP TABLE

(Rita Nagy)

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

8. SUBMISSION QUALITY CONTROL

(Rita Nagy)

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

9. REVISION QUALITY CONTROL

(Rita Nagy)

- A. Operated by SMAs

10. 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
- G. 5 questions – exempt from the second day

11. ALUMNI INVOLVEMENT

(Bianca Golzio)

- A. Alumni involvement (e.g. internal reviewers, etc)



X. 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

Project-based payment (1/3 (basic) – 2/3 (project))

2. IMPROVING THE PROFESSIONAL SKILLS OF THE STATISTICS TEAM

(continuous)

A. Organization of internal courses

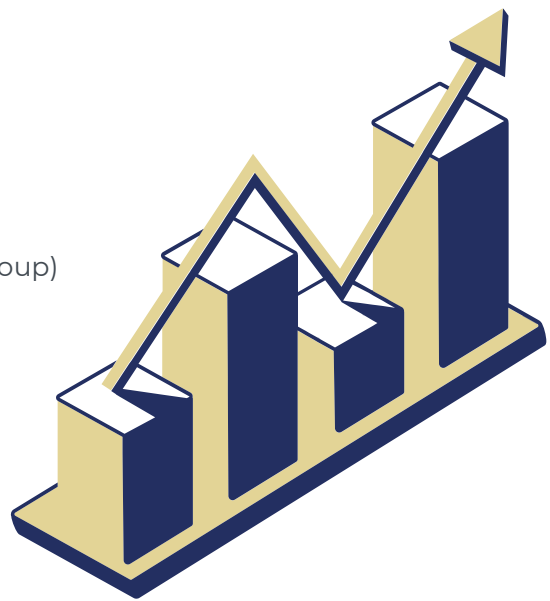
- i. Organizing the education of seniors
- ii. Using foreign education material
- iii. Inviting lecturers from other countries

B. Development of methodology (creation of a PhD group)

- i. Development of new methodology
- ii. Publication of new methodology

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

Creation of a public calendar



4. CONTINUOUS DEVELOPMENT OF METABOOSTR

MetaBoostR – complex model analysis, reporting

5. CONTINUE IMPROVEMENTS

- A.** Automating registry analysis
- B.** Clinical trial design tasks (sample size estimation /randomization) creation of online apps
- C.** Software development environment/methodology (gitea)
- D.** Creation of an analysis repository

6. DEVELOPMENT AND INTRODUCTION OF GAMIFICATION STRATEGY

(Alex Schulze Wenning)

- A.** Gamification – 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.** Color code on the phone to keep it green

7. DESIGNING ONLINE TRAINING MODULES

(1 September)

A. Keep e-learning and data management separated

B. 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

C. 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

8. MOODLE/ TEACHING METHODOLOGY TEACHING HARMONIZATION

(30 August 2025)

A. For SMS and academic personnel

B. For PhD and TDK students

C. For statisticians

9. DATA SCIENCE COMMUNICATION

(continuous)

Continuous communication with SU Biostatistics and Network Sciences Institute

(Roland Molontay)





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“SCIENCE TO SOCIETY”