

Implementing strategic research management at Semmelweis University



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Profile

- 236 year old tradition of academic excellence and commitment to the education of physicians since 1769
- Five faculties: College of Health Care, Faculty of Dentistry, Faculty of Medicine, Faculty of Pharmacy, Faculty of Physical Education and Sport Sciences
- School of P.h.D
- Several institutes, clinics, educational and administrative units



Facts and figures about the University

Education:

- Total number of full time students is over 10,000 (1,200 from abroad)
- The number of teaching staff comprise 1,098 full-time employees
- 42% of the doctors, 70% of the dentists, 50% of the pharmacists, 80% of the coaches and physical education teachers, 27% of the public health officials are Semmelweis University graduates



Facts and figures about the University

Health Care:

- The largest health care institution in Hungary
- All fields of medicine are represented at a very high level (29 clinical departments, 2.736 beds, 130 000 admissions per year)
- Outpatient departments provide care for about 2 million patients yearly



Facts and figures about the University

Research:

- Support for scientific research in 2004 amounted to a total of 1,265 millions HUF
- 22 scientific research group at the University funded directly by Hungarian Academy of Science
- The University of School of Ph.D. Studies offers over 40 scientific programs
- 16 theoretical and 24 clinical departments that are also the centre of scientific research and provide the core facilities
- 200 research programs are in progress with considerable international collaboration

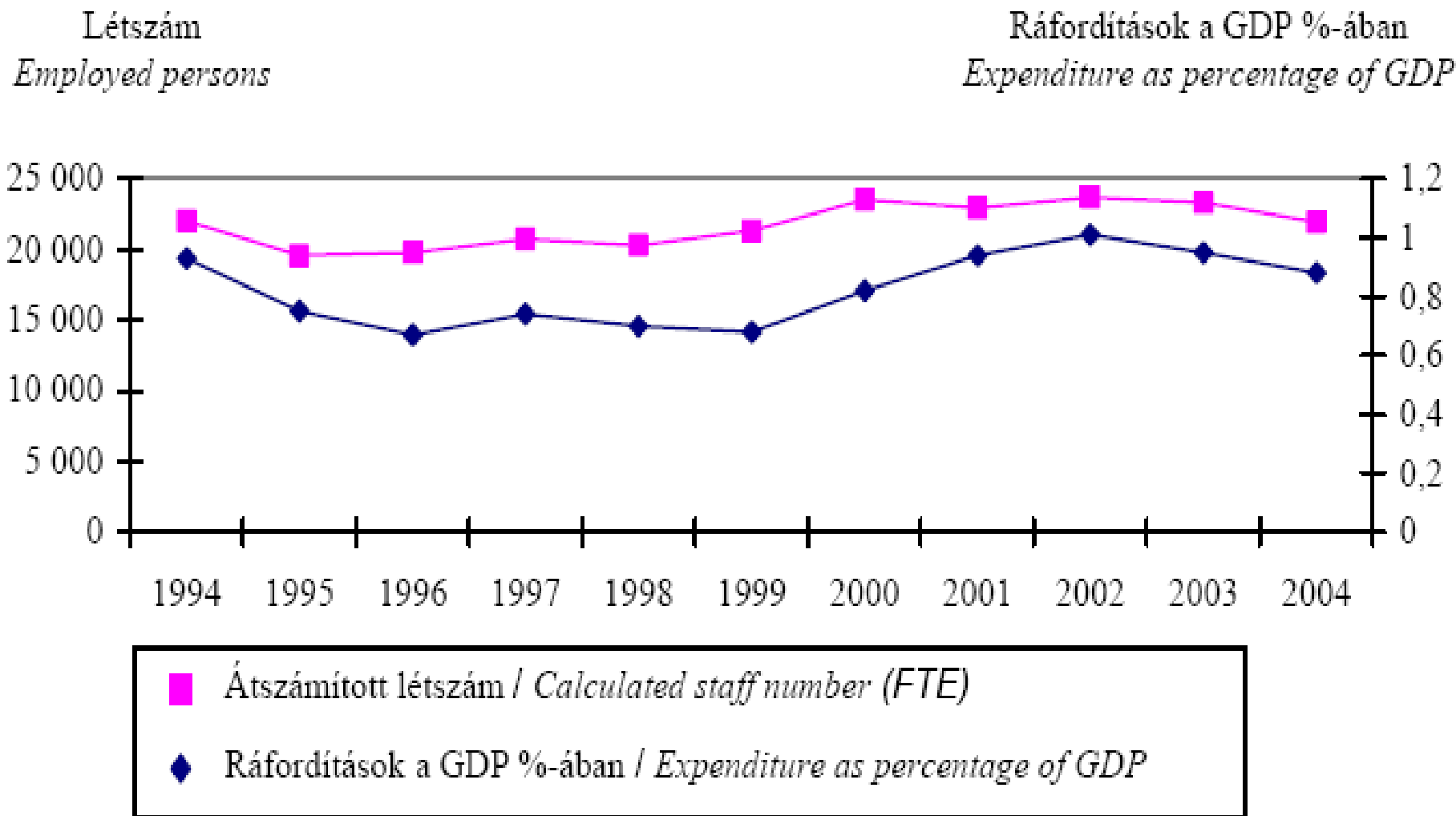


Semmelweis University, **Budapest**

National environment

- Decreasing of the government expenditure for R&D
- High rate of VAT (the funds are decreased by 25%)
- Decreasing of the University's budget by the Government (approx. 16,000,000 €)
- Large gap between the signing of the contract and the first disbursement (Cash- flow!)

Number of employed persons in R&D and expenditure as percentage of GDP



Source: Hungarian Central Statistical Office

Scientific Projects of Semmelweis University in 2004

	Project (No.)	1000 €	M HUF
HUNGARIAN SCIENTIFIC RESEARCH FUND (OTKA)	136	918,37	225
RESEARCH&DEVELOPMENT GRANT FOR HIGHER EDUCATION (FKFP)	9	151,02	37
NATIONAL RESEARCH AND DEVELOPMENT PROGRAM (NKFP)	24	2216,33	543
MINISTRY OF HEALTH (EÜM)	122	595,92	146
NATIONAL COMMITTEE FOR TECHNOLOGICAL DEVELOPMENT (OMFB)	19	1269,39	311
SPACE RESEARCH	1	12,24	3
NATIONAL DEVELOPMENT PLAN (NFT)	20	3734,37	914
EU 5-EU 6 PROJECTS (FP5, FP6)	8	644,90	158
USA PROJECTS	2	53,06	13
Total:	341	9 595,59	2 350



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Internal environment until 2003

1. Massive bureaucracy
2. Lack of strategies (management, financial and research etc.)
3. Lack of efficient project and financial management
4. Less emphasis on the research function

Strengthening the research function, innovation and training activities of the Semmelweis University

1. Regional/national level:

- facilitating inter and trans-disciplinary approaches (BIMIP, Szentágothai Knowledge Centre)

2. European/international level:

- providing clear European dimension (Competence)



Szentágothai János Knowledge Center



Participants of the Centre:

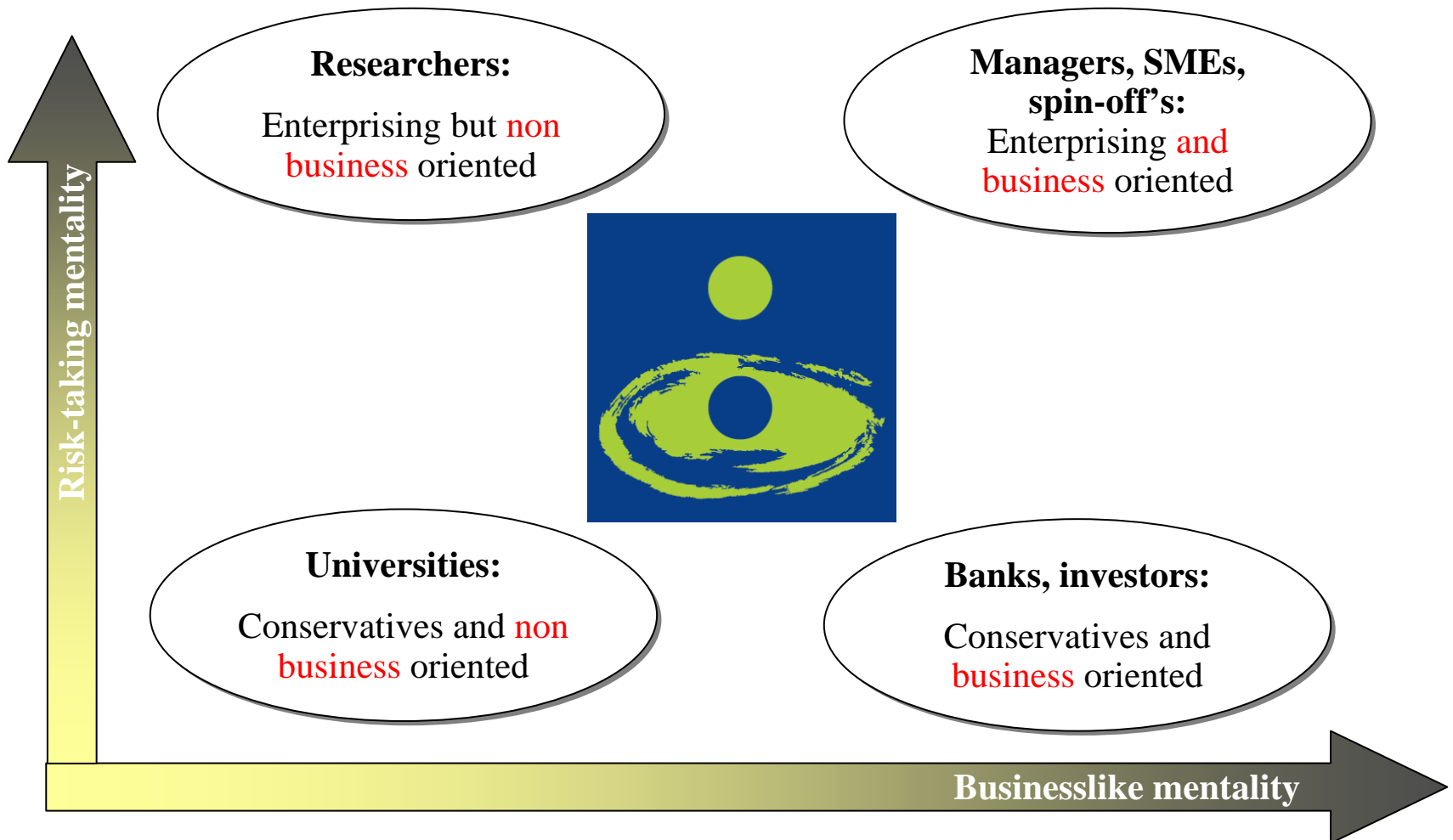
- Semmelweis University
- Richter Gedeon Ltd.
- IT faculty of Pázmány University
- Institute of Experimental Medicine of the Hungarian Academy of Science (MTA KOKI)
- KPS Biotechnológia Ltd.
- Analogic Computers Ltd.
- MorphoLogic Ltd.
- 3DHISTECH Ltd.

Total budget: 7.316.550 €

Funding from national source: 6.530.600 €

Participants' contribution: 785.950 €

Communication, paradigm changes and bridge building between different cultures



Scientific database at Semmelweis University

1. Implemented in July, 2005
2. Covers every research activity of the University
3. New statistical results
4. Effective tool in strategic decision-making in research
5. Link to the EU Competence Platform

2. European and international level

Providing a clear European dimension: the „Competence project”

The aim of the project

To create a joint internet-based Competence platform making information on the researchers competences more accessible to industry



Competence Program Partners

- (1) Lead Partner:
Karolinska Institutet, Sweden
- (2) Leiden University, Netherlands
- (3) University of Sussex, Great Britain
- (4) Semmelweis University, Hungary
- (5) University of Oslo, Norway
- (6) MedCoast Scandinavia,
Sweden / Norway
- (7) Medical Technologies &
Biotechnology Agency in Rhône-Alpes
(ARTEB), France





COMPETENCE - a Pan-European Network of Excellent Research Competence

Total budget of the project	1.900.000 €
Semmelweis University	100.000 €
INTERREG IIC Funding	75.000 €
National co-financing	25.000 €

Additional new funding would be necessary for the success (in order to fulfill the requirements and obligations of the project, the SU has tried to apply funds at national and regional offices in the framework of different calls)

Making Semmelweis University more attractive to the best researchers. Examples

- Dr. Csaba Szabó (USA): Reintegration with national funds (Project title: Drug Discovery Centre)
- Dr. Julianna Lisziewicz (USA): Marie Curie Mobility (Project title: Therapeutic Immunization for HIV/AIDS)

Improving the coordination of research programs.

Questions to be discussed

Research mission of universities:

- university-industry collaborations
- university financing and research cost
- research career development and recruitment
- research infrastructure support and maintenance
- financial management and accounting
- sharing of knowledge
- policy management experience and good practice
- collaboration between laboratories

Funding and costing

- Individual researchers and departments have to develop a more competitive and entrepreneurial attitude and be more accountable for their performance
- Too much time is spent on acquisition and management and too little on the actual research work involved
- Dependency on such external funding may result in quality decline

Funding and costing

- Costs of research are only partly covered by official funding source and the allocation policies for overhead costs vary enormously and are dependant on limits set by public funding agencies
- Range of variance from 0 to 20% of research project funding to cover institutional overhead costs could be found

Funding and costing

- Often unclear on what basis these overheads are calculated and how they related to the actual cost structure
- Generally accepted accounting system for research

Removing Obstacles to Achieving Strengthened University Participation in Framework Programs

- To revise and simplify the FP and national based regulatory, financial and administrative provisions which should help to reduce the costs of universities
- Instruments to facilitate better involvement of the new Member States in FP and activities

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