The Board of Directors intends to work, in conjunction with the University’s governing bodies, to consolidate our institution and improve the effectiveness of its service to the community.

To this end, these Strategic Guidelines uphold the validity of the previous ones (2014 – 2016) therefore following up on commitment to the Individual and promoting high-quality standards.

The following pages are an in-depth presentation of the new Main Objectives and Plan of Action for these Strategic Guidelines. They discuss the operational activities to be brought into effect as well as the resources and indicators needed to monitor the progress and accomplishment of the Main Objectives.
PART 1

CORPORATE IDENTITY & GOVERNANCE
This section concerns some general issues common to all the corporate bodies of our Institution. Indeed, such bodies constitute one single entity, both in terms of ideals and management.
MAIN OBJECTIVES

1. Promoting an institutional culture and UCBM’s social role in accordance with the Mission and Charter of Principles

2. Strengthening the Institution, to have a unified, clear and streamlined organization

3. Framing policies and integrating UCBM brand management practices to foster a clear and unambiguous public image (One Voice)

4. Developing Human Resources
1. Promoting an institutional culture and UCBM's social role in accordance with the Mission and Charter of Principles

1.1. Periodically communicating expected business behavior in a clear fashion so that everyone can act more responsibly, consciously and in agreement with UCBM’s identity and values.

1.2. Promoting development initiatives that strengthen the spirit of UCBM (care for the individual, virtue, spirit of service) through training and active participation in indoor and outdoor voluntary work, forums and testimonies - both national and international.

1.3. Fostering an on-going relationship with stakeholders (employees, students, alumni, patients, family and citizens) and developing a specific plan of action to build a common set of long-lasting values.

1.4. Drawing up a Sustainability Report, to show stakeholders the social, economic and environmental impact of the Institution.

2. Strengthening the Institution to have a unified, clear and streamlined organization

2.1. Simplifying governance based on the principle of subsidiarity and linking delegation processes to accountability as a sign of institutional maturity.

2.2. Proceeding to a revision of internal regulations therefore supporting strategic development lines.

2.3. Providing all departments and business units with strategic orientation and support, especially in terms of data sharing, so stimulating corporate synergy and generating institutional unity.

2.4. Strengthening internal cohesion, synergistic collaboration, operational fairness and continually improving the work environment.
Formulating policies and implementing UCBM brand management integrated practices to foster a clear and unambiguous public image (One Voice)

3.1. Positioning the Campus Bio-Medico University of Rome as a distinct entity with 25 years of history, consisting of teaching, research and assistance that is capable of integrating the medical, engineering and nutritional field, and is oriented towards innovation and internationalization.

3.2. Implementing Brand Management policies to ensure consistency with the Mission, cohesion and transparency, especially by means of efficient and effective operational processes that include surveys and internal / external benchmarking.

3.3. Celebrating the 25th anniversary as a milestone on the road to strengthening brand awareness and working at building UCBM’s historical archive with the aim of securing documented links between the past, present and future.

3.4. Developing an effective internal communication system to create an inclusive and transparent environment - especially by encouraging staff to share and honor the Mission of our institution as stated in the Charter of Principles.

3.5. Spreading a culture of giving by involving stakeholders in fundraising initiatives for society-oriented scientific research, education and healthcare projects.

3.6. Encouraging the growth of the ALUMNI Association.

Developing Human Resources

4.1. Strengthening the role of SHR (Strategic Human Resources) with the aim of promoting internal talent by identifying appropriate career paths.

4.2. Integrating missing profiles by enrolling teachers and professionals from both Italian and International companies.

4.3. Adopting managerial and wage policies, performance assessment methods and selection criteria for managerial figures beyond Statute requirements.

4.4. Reviewing processes and procedures to ensure efficient and effective HR management.
PART 2

ACADEMY UNIVERSITY
This section deals with academic education and training activities. It mainly aims at improving the overall visibility and attractiveness of our University, which will result from synergistically interconnecting three different strategies: increasing the employability of our students (in possession of either a Bachelor’s or Master’s degree), increasing both teaching program and research internationalization and inaugurating a new wider range of high-quality courses.
MAIN OBJECTIVES

1. Intensifying relationships with potential employers

2. Increasing the internationalization of the University

3. Offering a wider range of courses
1. **Intensifying relationships with potential employers**

1.1. Strengthening business link-ups through support of the ALUMNI association by means of regular meetings, events on topical issues, as well as former students participating in campus life.

1.2. Increasing the flexibility of university courses to facilitate student internships and vocational training in a variety of companies to provide students with the hands-on work experience they will eventually need.

1.3. Creating more opportunities for students to meet recruiting managers from companies.

1.4. Restructuring the university-business committee in collaboration with the Placement Office.

1.5. Enhancing incoming student orientation activities and induction training.

2. **Increasing the internationalization of the University**

2.1. Facilitating the international mobility of UCBM professors and implementing logistic and fund-raising strategies to make our university a welcoming environment for foreign professors and researchers to carry out far reaching teaching and research activities.

2.2. Encouraging the internationalization of our courses, even at PhD level, both inbound and outbound, by:

   2.2.1. Supporting international students;
   
   2.2.2. Incentivizing Erasmus exchanges for UCBM students and research projects abroad for PhD students;
   
   2.2.3. Setting up international summer schools by making use of international relations cultivated by UCBM professors and highlighting the touristic and cultural attractiveness of Rome;
   
   2.2.4. Starting up English-taught postgraduate (modular) courses.

2.3. Creating the possibility of international study programs and joint honors degree courses, both in terms of Master’s Degrees and PhD courses.
3. Offering a wider range of courses

3.1. Promoting soft skills and interdisciplinary modules in humanities.

3.2. Improving specialist training courses in Medicine (‘Scuole di Specializzazione’).

3.3. Enhancing student tutoring by inducing teachers, researchers, specialists and doctoral students to formally commit themselves to tutoring in accordance with the spirit of service promoted by the Mission of our University.

3.4. Rationalizing the range of existing study programs to increase their attractiveness to larger numbers of students. In particular:

3.4.1. Completing the re-structuring of the Chemical Engineering for Sustainable Development course, according to the findings of a specifically appointed working committee;

3.4.2. Allowing students from all courses to benefit from internships/vocational training in collaboration with potential employers from ongoing concerns.

3.5. Planning the creation of new Faculties (Bio-Sciences and Humanities) and new postgraduate courses as a first course of study.

3.6. Improving the internal quality award system.

3.7. Introducing, alongside traditional teaching methods, complementary (simulation-based learning) and e-learning technologies that will contribute to the renewal of teaching process, improve learning, reduce barriers to university access and ensure a close fit between syllabus contents and modern society.
This section deals with **Research** and the **Third Mission of the University**. For the former, we intend to promote the development of research activities by investing in a competitively selected number of strategic projects, modern scientific equipment and international partnerships. For the latter, we intend to foster the development of Third Mission activities by focusing on research results, as well as starting new spin-offs, enhancing clinical research at the University Hospital and other research initiatives with a high social impact in developing countries.
Supporting emerging strategic lines of research so furthering the development of the University Research Units and the clinical quality and health service standards to be implemented at the University Hospital

Enhancing fund raising, internationalization and research quality standards.

Enhancing core research facilities

Supporting Third Mission activities through the development of clinical research at the University Hospital in particular and the promotion of high-impact social projects in developing countries

Stimulating new business initiatives for the promotion of research both in general and in research personnel placements
Supporting emerging strategic lines of research so furthering the development of the University Research Units and the clinical quality and health service standards to be implemented at the University Hospital

Enhancing fund raising, internationalization and research quality standards

1.1. Consolidation of 2014-2016 strategic projects/guidelines focusing on these three main issues chosen through competitive internal selection:

1.1.1. New clinical approaches to age-related diseases;

1.1.2. New methods and tools for in-silicon medicine and the development of organ-on-chip models;

1.1.3. Sustainable Solutions for Regenerative Medicine.

1.2. Launching at least two new strategic projects in the following areas of research, identified in collaboration with our university departments:

1.2.1. Biomarkers for Precision Medicine;

1.2.2. Hospital 4.0: Personalized Health Services based on High Digitization and Automation of Health Processes.

2.1. Participation in tenders at national, European and international level.

2.2. Collaboration with the process and product innovation industry.

2.3. Enhancement of human capital in research.

2.4. Helping our Research Units to join international excellence networks, especially by means of specific initiatives aimed at facilitating the mobility of research staff from and to high-quality international institutions.

2.5. Further support for constant general improvement and the quality of research in accordance with ANVUR guidelines and other international standards.

2.6. Particular attention is to be given to committing minor Research Units to performance improvement.
Enhancing core research facilities

3.1. Acquiring diagnostic equipment to be shared by researchers from multiple Research Units according to their priorities as well as significantly investing in molecular diagnostics tools for innovative research in medical genetics while recruiting new teaching staff in these field.

Supporting Third Mission activities, particularly through the development of clinical research at the University Hospital and the promotion of high-impact social projects in developing countries

4.1. Implementing a systematic and integrated plan for supporting the Third Mission in all its typical endeavors:

4.1.1. Focusing on research results;

4.1.2. Promotion and development of Sponsored and Independent Clinical Research at the University Hospital by alerting clinical areas to enhancing clinical trials, particularly regarding patient recruitment and phase I study start-ups;

4.1.3. Promotion of new social research projects in developing countries;

4.1.4. Organization of events for the dissemination and communication of research results;

4.1.5. Starting Initiatives to increase the interest of all UCBM staff in research.
Stimulating new business initiatives for the promotion of both research in general and in research personnel placements

5.1. Encouraging the creation of start-up companies directly linked to the lines of research pursued by our institution to ensure the placement of our researchers either through new spin-offs or by securing business relationships with local, national and International firms.

5.2. Carrying out specific strategies for hiring doctorate students and, in general, all Research personnel as such strategies are a necessary measure for innovation in local, national and international industrial and social fabric.
Part four is designed to revolve around the University Hospital and takes into account its growth over recent years, the 2014-2018 Memorandum of Understanding and local health care needs. To this end, Clinical Networks and, generally speaking, link-ups with other structures are particularly relevant. Enhancing production assets and adapting technology to deliver state-of-the-art health-care services, computerize clinical pathways and streamline the work of medical, health and administrative staff.

Special attention will be devoted to engaging physicians and leading medical figures as well as improving areas of excellence. We intend to create multi-disciplinary working groups and promote synergies between different medical teams. Additionally, we are determined to innovate organizational pathways, ensure staff development and identify new profiles to fill vacancies in the Hospital.
MAIN OBJECTIVES

1. *Infrastructural development*

2. *Personal Commitment*

3. *Internationalization of patients and healthcare staff*

4. *Improvement of procedures and production processes*

5. *Development of the clinical plan*
1. **Infrastructural development**

   1.1. Opening new wards and clinics.
   
   1.2. Planning and construction of a Day-Surgery ward on the second floor.
   
   1.3. Planning and implementation of the Endoscopy department extension project.
   
   1.4. Planning and construction of new operating theatres.
   
   1.5. Extension of the existing post-anesthesia care unit (PACU).
   
   1.6. Project study for a future Emergency Department.
   
   1.7. Project study for a Nuclear Medicine Department.
   
   1.8. Upgrading the IT system to support both operational and clinical procedures.
   
   1.9. Acquiring new radiotherapy equipment to install in our Radiotherapy department in via Longoni.

2. **Personal Commitment**

   2.1. Promoting growth of Operational Units, especially by using dashboards.
   
   2.2. Re-designing the Governance of Operational Units (Delegates, Collegiality, Levels of Autonomy, Composition).
   
   2.3. Definition of career paths for hospital doctors and healthcare staff and development of their teaching and tutoring skills.
   
   2.4. Focusing on delegation processes and levels for middle management (Autonomy/Responsibilities/Duties/Reporting Tools).
### Internationalization of patients and healthcare staff

3.1. Advancing the initiatives of the Hospitality International Program to attract flows of people from abroad or foreign residents in Rome and build health and cultural tour packages.

3.2. Encouraging training periods in qualified facilities both national and international to amplify the cross-fertilization of skills and best practices.

### Improvement of procedures and production processes

4.1. Reorganization of the hospital pharmacy.

4.2. Integrating a care-manager nurse as a necessary new professional profile for surgical and onco-hematological paths.

4.3. Defining the duties and drawing up a job description for the Hospitalist as a professional figure designed to operate on surgical pathways.
5. Development of the strategical plan for clinical services

5.1. Setting up a medical genetics laboratory to coordinate all the genetic activities of UCBM.


5.3. Starting the project “Insieme nella Cura” (Together for the Cure).

5.4. Studying departmental organization.

5.5. Strengthening relationships with other medical facilities and general practitioners to improve retrieval and discharge of inpatients.