

2021-2024

UNICAMILLUS UNIVERSITY STRATEGIC PLAN



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PRESENTATION



Saint Camillus International University of Health Sciences (UniCamillus) is a young university, established by Ministerial Decree on 28th November 2017, published in the Official Gazette No. 3 on 4th January 2018. Its name pays tribute to Camillo De Lellis, who in the sixteenth century defined the basic principles of patient respect and dignity and made substantial contributions to defining the criteria and organisational methods of efficient healthcare, which represents one of the founding values of the University as a fundamental basis of modern healthcare. The English name is used to immediately highlight its international vocation and its openness to students from various non-EU countries, as confirmed by the variety of degree programmes offered in the same language.

The degree courses at Saint Camillus International University of Health Sciences, hereinafter mostly “UniCamillus”, are exclusively dedicated to Medical and Health Sciences. The courses began in the academic year 2018-2019. The University focuses on providing bachelor’s and master’s degree programmes in the field of medical and health sciences, sectors that are in constant demand and are

essential for civil society, as well as in the landscape of university education and scientific research. The University offers a wide range of study programmes, including master’s degrees in Medicine and Surgery (LM-41) and Dentistry and Dental Prosthetics (LM-46), and bachelor’s degrees in Nursing (L/SNT-1), Physiotherapy (L/SNT-2), Midwifery (L/SNT-1), Biomedical Laboratory Techniques (L/SNT-3), and Radiology, Diagnostic Imaging and Radiotherapy Techniques (L/SNT-3).

UniCamillus has partnerships with international institutions in the field of medical research and actively collaborates with healthcare professionals to ensure that all students receive the best possible education.

UniCamillus is a young and growing university which aims to become an international leader in first-class education in the field of medicine and healthcare in general.

INTRODUCTION

THE STRATEGIC PLANNING PROCESS

In the context of an ever-evolving world, affected particularly by the coronavirus pandemic and the growing shortage of healthcare professionals in Italy, UniCamillus University has deemed it necessary to update its previous 2020-2022 Strategic Plan in order to adequately respond to the new challenges and emerging needs in the field of medical and health sciences. The pandemic has highlighted the importance of the role of doctors and healthcare providers, as well as the need to train a greater number of professionals capable of addressing current and future health challenges. Therefore, we present the new Strategic Plan 2021-2024, which integrates and modifies the previously planned objectives and actions, taking into account the lessons learned during the pandemic, the new needs arising from this exceptional situation as well as the urgency to address the shortage of healthcare workers in our country.

UniCamillus' 2021-2024 Strategic Plan, drafted within the framework of the principles established by the University Statute, aims to outline the strategic vision for the four-year period, identifying the objectives and actions that will enable us to create public value in a context characterised by global health emergencies.

The document will work as a reference for the new multi-year planning of UniCamillus and provides guidance on the modes of interaction and synergy between the various internal and external projects. Due to the University's young age, the Strategic Plan is conceived as a dynamic tool capable of adapting the strategies adopted to fulfil the University's mission, in line with the fundamental values that characterise this institution.

The strategic plan is divided into several areas of intervention, starting from Teaching, Research, and the Third Mission, while also incorporating the University's infrastructure development and explicitly stating the Mission and Vision of UniCamillus.

UniCamillus aims to become a national and international leader in the educational sector for doctors, healthcare professionals and researchers who are capable of addressing the new challenges faced by the scientific and healthcare fields. The University wants to contribute to the training of professionals who can respond to the emerging healthcare needs, with particular attention to the lessons learned during the pandemic and the need to strengthen national and international healthcare systems to cope with future crises.

MISSION, VISION AND VALUES

Introduction

Our Mission focuses on the present and outlines what the University aims to achieve at the current moment. Our Vision looks towards the future and explains what the University aspires to become.

Our Vision represents the objective, while our Mission outlines how that objective will be achieved and how it will be adapted during the process.

However, to fully interpret and harness the meaning of these concepts, it is important to consider the underlying core values. These values serve as guiding principles that inform decision-making processes and guide the University's activities.

Our Mission

UniCamillus is a university dedicated to the training of doctors and healthcare professionals, with the aim of strengthening the national and international healthcare systems through the training of highly qualified medical and healthcare staff. The University places particular emphasis on the sensitivity to the needs of patients, considering them as human beings with dignity rather than mere statistical entities in medical practice. UniCamillus pays special attention to healthcare issues in developing countries due to their vulnerability, stressing that healthcare knows no borders and that a global approach to healthcare issues is increasingly necessary, as demonstrated by the spread of Covid-19. UniCamillus wants to welcome an increasing number of students from around the world, expanding the countries of origin, to share a humanitarian, scientific, and professional profile and address the challenges of global health. Furthermore, in response to the evident shortage of doctors and nurses, greatly

exacerbated by the pandemic, UniCamillus aims to give its maximum contribution to increasing the number of students enrolled on its programmes in order to help the National Health Service in future years, which are expected to be very challenging in terms of the overall sustainability of the system as well as in terms of the availability of adequate healthcare professionals.

UniCamillus promotes humanitarian values and patients' dignity.

UniCamillus is committed to providing a unique opportunity for those who want to dedicate themselves to improving the health and well-being of people, in every part of the world. The University believes that health is a universal right and should be accessible to all, and is dedicated to training healthcare professionals who can contribute to creating a fairer and more inclusive society. The University aims to address the shortage of doctors and healthcare workers in order to improve the national healthcare system and enhance patient care and assistance.

In other words, UniCamillus aims to offer excellent education, enriched by collaboration between students from different nationalities and cultural backgrounds, who, due to their humanitarian sensitivity, can dedicate at least part of their professional lives to helping the less fortunate.



Our Vision

UniCamillus' Vision is defined by the following strategic guidelines:

- Offering **high-quality undergraduate and postgraduate programmes** with the aim of attracting talented students capable of operating in both national and international contexts, while upholding the ethical values of the University, as well as providing practical training opportunities in healthcare facilities that encompass a wide range of professional realities in which graduates may find themselves.
- Providing students of all nationalities with the **opportunity to experience life in a multicultural academic community**, offering them educational facilities and services useful for their daily lives.
- Promoting **a culture of health, prevention, and inclusive medicine**, with the goal of improving the quality of life of both local and international communities, as well as promoting ethical values and respect for human rights, particularly **patients' dignity**.
- Fostering **research activities among faculty members and researchers in the biomedical field**, emphasising scientific research and the dissemination of results for the benefit of the scientific community and society at large.
- Enhancing, disseminating and transferring knowledge beyond the academic environment, by using expertise in order to serve the community.

UniCamillus, through its vision and mission, wants to contribute to the improvement of global health by training highly qualified professionals and promoting a culture of health and ethical values worldwide.

I Valori



Protection of the right to education

Ensuring access for all students to high-quality graduate and CPD programmes



Welcoming and listening

Creating an inclusive and collaborative environment where all students feel welcomed, respected, and heard, thus promoting their personal and professional growth



Development of transversal professional skills

Offering high-quality graduate and CPD programmes. The University is committed to training highly qualified professionals capable of addressing global health issues



Protection of health

A fundamental value for UniCamillus, which is dedicated to promoting the health and well-being of its students, academic staff, and the entire University community



Competitiveness within the university system

Pursuing academic and scientific excellence by promoting research activities among faculty and researchers in the biomedical field and by offering high-quality graduate and CPD programmes



Transparency, fairness, honesty and integrity

Fundamental values for UniCamillus, which is committed to promoting professional ethics based on transparency, fairness, honesty and integrity, to ensure a healthy and respectful academic and professional environment

SWOT ANALYSIS

Considering the current context of the COVID-19 pandemic, UniCamillus has conducted a SWOT analysis to outline a clear and sustainable strategy to address the emerging challenges in the field of medical and healthcare education. The analysis highlights the key strengths (S), weaknesses (W), growth opportunities (O), and potential threats (T) that impact the University. Through this programmatic approach, UniCamillus aims to ensure effective decision-making and accurate planning to continue providing high-quality education and a stimulating academic environment, despite the difficulties caused by the coronavirus pandemic.





STRENGTHS

- **Highly specialised and tailored educational programmes in the field of Medicine and Health**, which are of fundamental importance in university education and scientific research.
- **An international outlook** focused on attracting and welcoming international students, particularly from the Global South, **with programmes taught predominantly through the medium of English**. An international and multicultural academic community with strategic international partnerships.
- A vision centred on **the quality of undergraduate and postgraduate programmes**, with the aim of attracting talented students capable of operating in a national and international context.
- **Flexibility in adopting new technologies and teaching methodologies** to provide students with a cutting-edge learning experience.
- **A new and dynamic University which adapts to the needs of students and staff**, making fast decisions without bureaucratic burden.
- **The ability to create new study programmes** in response to the demands of the job market.
- **Collaborations with other academic and research institutions** at the national and international levels.



WEAKENESSES

- **Lack of research and teaching laboratories.**
- **Insufficient number of facilities and specialisation in healthcare settings for internships.**
- **Need to optimise the students-to-tutors ratio.**
- **Inadequate number of infrastructures for teaching purposes.**

SWOT

OPPORTUNITIES

- **Increasing demand** for healthcare professionals.
- **International collaborations with academic and research institutions to address global health challenges.**
- Promotion of interdisciplinary study programmes to **tackle emerging health issues.**
- **Optimisation of the planning, monitoring, and administration systems.**
- **Considerable number of remote students** thanks to the provision of online classes during the COVID-19 pandemic.



THREATS

- **Difficulty organising in-person classes** due to the pandemic, resulting in an **increase in classes held remotely** and potential issues with student attendance.
- **General climate of uncertainty** due to the pandemic, which may affect the **well-being of students and staff.**
- **Competition with other universities in recruiting talented tutors and researchers.**
- **Difficulty accessing funding for basic research** due to the pandemic and government budget priorities.
- **Specific challenges related to international and non-EU students in a pandemic context.**



In light of the strengths indicated, our University is aware of the need to invest in several areas, including:

- Recruiting a significant number of tenured staff.
- Establishing research and teaching laboratories between 2021 and 2024.
- Updating agreements with the Regione Lazio, which may include partnerships with accredited private clinics to ensure a broader range of internship opportunities.
- Increasing the quantity and quality of campus infrastructure to ensure high-quality education and provide recreational areas and dedicated study spaces for students.

STRATEGIC GUIDELINES FOR THE 2021-2024 PLANNING

The definition of the strategic plan has taken into consideration the vision, mission, and values of UniCamillus, while also integrating a SWOT analysis. It is structured around three main lines: Education, Research, and Third Mission. Within the strategic plan, the University's organisation and governance are defined.

University Organisation and Governance

During the initial phase of the University, the responsibilities assigned by the current legislation and the University's Statute to the Board of Directors and the Academic Senate are carried out by a dedicated Technical Organisation Committee. Many of the collegial, governing, and management bodies, although provided for in the Statute, have not yet been appointed due to the limited number of tenured teachers. However, these bodies will be gradually established as the approved plans for their establishment are fulfilled in accordance with the relevant authorities: the Italian Ministry of University and Research (Ministero dell'Università e della Ricerca – MUR) and the National Agency for the Evaluation of Universities and Research Institutes (Agenzia Nazionale di Valutazione del sistema Universitario e della Ricerca – ANVUR).

Furthermore, in order to align with regulations and ensure that the growth of the University follows the criteria established for Quality Assurance as defined by the AVA models proposed by the ANVUR, a University Quality Committee (Presidio di Qualità di Ateneo – PQA) as well as a Joint Committee of Faculty and Students (Commissione Paritetica Docenti-Studenti – CPDS) have been appointed.

Recently, a Quality Assurance Support Office (QA Office) has been established. The QA Office is responsible for facilitating and monitoring self-assessment activities as well as ensuring effective exchange of information between all the parties involved. It also assists the PQA in promoting and disseminating the correct understanding and implementation of guidelines, including organising specific training sessions.

The members of the University Governance are:

- The Principal
- The Director General
- The Technical Organisation Committee
- The Delegates
- The Evaluation Unit
- The University Quality Committee
- The Steering Committee
- The Board of Auditors
- The Disciplinary Board
- The University Ethics Committee
- The Supervisory Board

In line with our commitment to the constant evolution of the University Governance, the Technical Organisation Committee plays a crucial role during the University's initial years by promptly driving decisions for the development of UniCamillus and allocating necessary resources. It will be replaced by the Board of Administration, which will be responsible for exercising the powers provided by current legislative regulations and the University's Statute. Additionally, new delegates of the Rector will be appointed, a Unified Guarantee Committee for Equal Opportunities will be established, as well as an Integrated Research Centre will be created to provide the University with a more efficient and modern governance structure capable of supporting its rapid growth and development in the coming years.

Furthermore, a Departmental Faculty, as indicated in the Statute, will be established to serve as a reference structure for tenured staff, ensuring compliance with the requirements for the smooth functioning of study programmes.

Through the adoption of this new governance structure, the University aims to improve the efficiency and effectiveness of its activities by ensuring a broader distribution of responsibilities based on competencies, increased stakeholder involvement, and greater transparency in resource and process management.



TEACHING AND STUDENTS

In the current context of the COVID-19 pandemic, UniCamillus is determined to offer excellent education focused on preparing highly qualified professionals ready to face the challenges of the healthcare and innovation fields. We place particular emphasis on fostering a spirit of service towards the community we serve. We are committed to providing cutting-edge healthcare education by adopting innovative teaching techniques and methodologies which address the various needs that have been highlighted by the COVID-19 emergency.

UniCamillus takes into account the ongoing evolution of the job market, cultural and technological innovation, international openness, and connections with social and production partners in order to offer **modern and comprehensive educational programmes.**

The University is committed to providing education at all levels as established by law. It operates in the field of HE through specialization schools – which will be established upon completion of the first cycle of the MSc in Medicine and Surgery –, specialisation and CPD courses, seminars, as well as HE and professional activities. UniCamillus is also committed to the training of its staff, as well as beginning editorial initiatives to ensure continuous improvement of the quality of programmes and services provided.

After its establishment, in the academic year 2018-2019 UniCamillus instituted five healthcare degree programmes, along with an MSc in Medicine and Surgery. After two years, an MSc in Dentistry and Dental Prosthetics was also instituted.

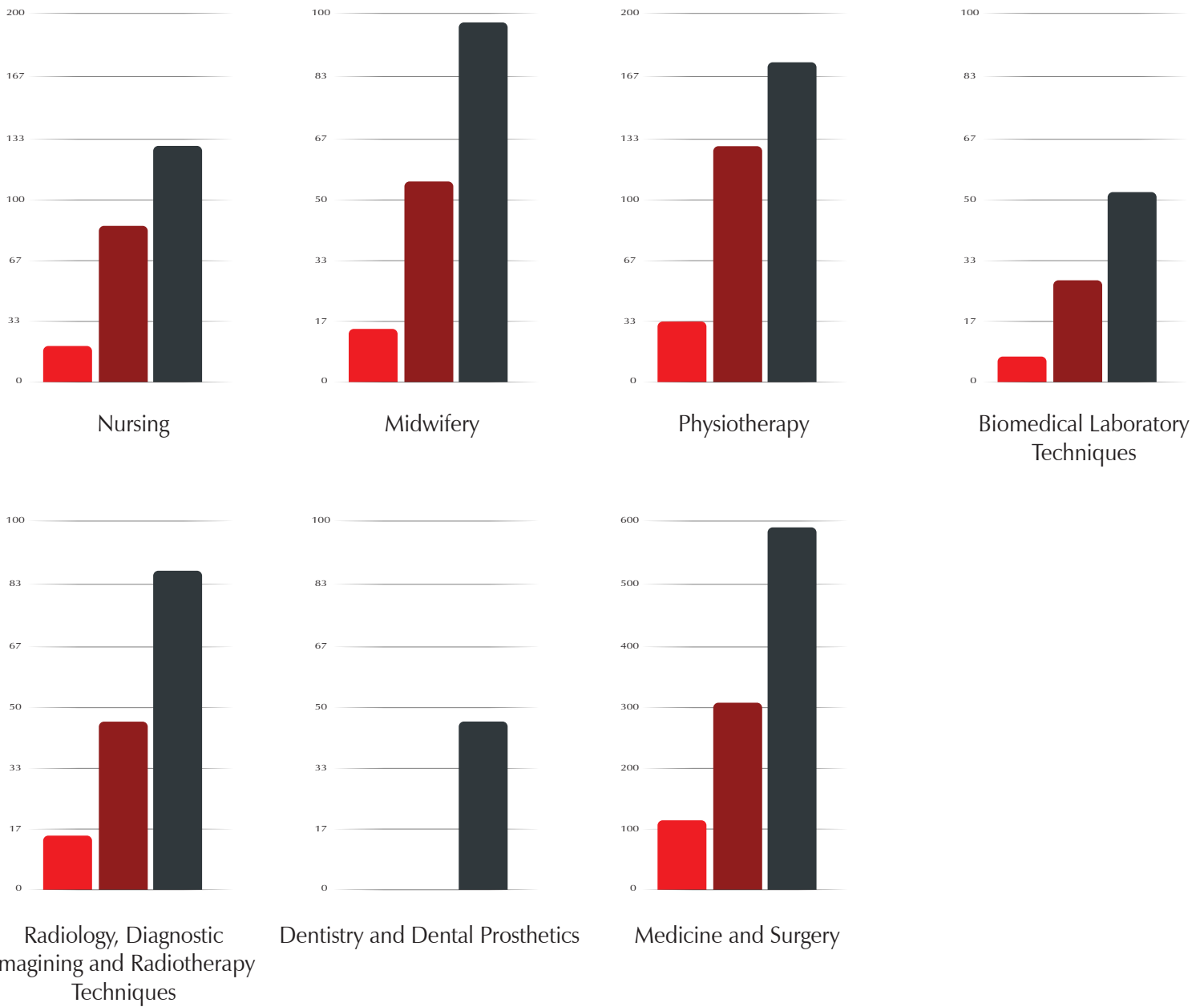
In the academic year 2020-2021 UniCamillus also started the following BSc programmes:

- Nursing (L/SNT-1),
- Physiotherapy (L/SNT-2),
- Midwifery (L/SNT-1),
- Biomedical Laboratory Techniques (L/SNT-3),
- Radiology, Diagnostic Imaging and Radiotherapy Techniques (L/SNT-3).

The MSc programmes include:

- Medicine and Surgery (LM-41),
- Dentistry and Dental Prosthetics (LM-46).

After 2018-2019, the number of students enrolled has progressively increased, as illustrated in the following graphs.



*number of students on the y axis

2018

2019

2020

The overall objective for the 2021-2024 term is to strengthen the University's commitment to continuous improvement of the degree programmes and ensure their long-term sustainability. This includes implementing a rigid quality assurance policy, promoting internationalisation and the provision of courses in English, enhancing interdisciplinary approaches, improving student support services, and expanding post-graduate programmes. Special attention will be paid to students from developing countries who may have language difficulties.

It is crucial to underline that, for the near future, educational planning must take into account the experience gained in response to the global health emergency caused by the SARS-CoV-2 pandemic. This situation has required rapid adaptations in the way of delivering education and, in general, in all University services, including the development of a digital platform to facilitate class held remotely and support the academic community as a whole. This has ensured that the academic calendar was maintained without disruptions.

In drafting this Strategic Plan, UniCamillus takes into account the uncertainty of the current national and international context, formulating objectives and indicators based on the assumption of an improvement in the health situation related to the COVID-19 pandemic. However, it is important to consider that possible slowdowns or even a total halt in face-to-face educational activities, in order to reduce the risk of SARS-CoV-2 transmission, may require a midterm revision of the educational objectives and indicators. This present Strategic Plan indicates the targets that have changed due to the pandemic compared to the previous 2020-2022 Strategic Plan.



UN



UNICAMILL

TEACHING GOALS 2021-2024

UniCamillus proposes to focus on 8 key strategic objectives (D1-D8) to enhance its degree programmes and increase its attractiveness. This is a fundamental element in attracting students and ensuring an excellent educational experience, even in a challenging context like the COVID-19 pandemic. To achieve this goal, in line with European standards and guidelines (ESGs), it is essential to place students at the core of the programmes by designing highly innovative pathways.

D1. Enhancing student support and promoting active learning in the pandemic context.

UniCamillus promotes active and participatory learning, for example through the use of innovative and interactive teaching methodologies. The University is also committed to involving students in the course assessment process to make programmes more aligned with their needs and interests. To facilitate educational pathways during the pandemic and support students in this challenging period, UniCamillus aims to further enhance support structures, emphasizing reception and listening to their needs. In this regard, a Disability/Specific Learning Disorders (SLDs) Desk was established in 2020 as an informative point of reference for students with disabilities and SLDs. In line with the University's mission, UniCamillus has been trying to attract non-EU students by offering full and partial scholarships. The participation of non-EU students has been particularly challenging due to the pandemic, resulting in a reduction in partial scholarships. However, an increase in the number of scholarships is anticipated in the coming years, based on the evolving international health situation and its compatibility with welcoming students from non-EU countries.

Strategic Actions to support programmes:

By the end of the academic year 2021/2022

- Creation of a Job Placement Office to facilitate the acquisition of tools for employment and to support students during transition and entry into the world of work.
- Establishment of a White Coat Ceremony for medical students to mark the beginning of their clinical career. In the pandemic context, the establishment of a White Coat Ceremony for medical students assumes particular importance. The ceremony aims to instil the ethical values of the medical profession in the training of future doctors, so that they become conscientious professionals committed to patient care during such a challenging period.

By the end of the academic year 2022/2023

- Creation of a Listening and Counselling Desk dedicated to active listening and support for students, offering them the opportunity to discuss their concerns with an expert during the difficult moments of their academic journey, where they may encounter challenges in achieving their goals, especially in the current context of the COVID-19 pandemic.
- Implementation of a Tutoring Office by involving experienced academic tutors to provide support and guidance to students in their journey at university, especially in the current health emergency situation, to facilitate learning and the attainment of academic objectives.
- Establishment of the UniCamillus Language Centre (UCLC), which promotes language teaching and learning by providing free advisory services to support UniCamillus students.

By the end of the academic year 2023/2024

- Creation of an Examinations Summary Sheet to evaluate the progress of exams and extract useful indicators for quality assurance, such as the percentage of students who sit an exam compared to those who registered for it, the percentage of students who pass an exam compared to those who are present, and the average mark obtained. This analysis can help the University to identify difficulties encountered by students and take measures to improve the quality of the programmes, thereby increasing the likelihood of academic success for students.

The attractiveness of the University as well as the regularity and effectiveness of the programmes will be monitored through the analysis of the following indicators:

KEY OBJECTIVE	STRATEGIC OBJECTIVE	INDICATORS	BASELINE	TARGETS OVER THE 4-YEAR TERM			
				2021	2022	2023	2024
D.1	To enhance student support and promote active learning during the pandemic.	% of students who graduate at the end of the normal duration of the degree programme (iA2)	Not available*	>50%	>52%	>54%	>56%
		% of first-year students from areas other than Lazio (iA3)	73,6%*	>60%**	>65%**	>70%	>75%
		% of first-year students who obtained their previous degree title abroad (iA12)*	187,2%*	>150%**	>180%**	>200%**	>220%
		% of graduating students overall satisfied with their degree programme of choice (iA25)	Not available*	>80%	>85%	>85%	>90%
		Number of scholarships with full and partial coverage	12	25	30	30	40

* University Indicators Sheet – 10/10/2020, year 2019

** The targets for these indicators have been modified due to the pandemic compared to the Strategic Plan 2020-2022, which may have a negative impact on the attractiveness of the University for students from other regions and countries.

D.2 Internationalisation of study programmes.

Taking into account the difficulties caused by the COVID-19 pandemic, UniCamillus is committed to expanding the current opportunities for students to participate in exchange programmes within the Erasmus+ programme, while adapting to the restrictions in place and the challenges of the current situation. This will allow students to gain intercultural skills and enrich their educational experience. To this end, the University has recently obtained the ERAPLUS_ECHE (Erasmus Charter for Higher Education 2014-2020) and is committed to promoting collaborations with foreign universities to offer students networking opportunities and professional development.

KEY OBJECTIVE	STRATEGIC OBJECTIVE	INDICATORS	BASELINE	TARGETS OVER THE 4-YEAR TERM			
				2021	2022	2023	2024
D.2	Internationalisation of study programmes	No. of Students participating in the Erasmus+ programme*	Not present	3	5	10	14
		No. of partner universities for the Erasmus+ programme	Not present	10	15	18	20
		Percentage of ECTS credits obtained abroad by regular students out of the total ECTS credits obtained by students within the normal duration of the programmes. (iA10)*,**	0%**	0%	1%	2%	4%

* The targets for these indicators have been modified due to the pandemic compared to the 2020-2022 Strategic Plan, which could have a negative impact on student mobility.

** It includes data from the University Indicators Sheet - 10/10/2020

D.3 Growth of our courses in the Medical and Health Sciences through the introduction of new undergraduate and postgraduate programmes.

Within the framework of the present three-year Strategic Plan, UniCamillus is committed to strengthening and expanding its courses in the field of Medical and Health Sciences. The main objective is to integrate current study programmes with new dedicated pathways in order to meet the demands of the job market as well as students' needs, ensuring comprehensive and up-to-date education.

To this aim, UniCamillus has planned the implementation of two new degree programmes: a BSc in Food Sciences (L-26) and an MSc in Human Nutrition Sciences (LM-61), in line with international standards and emerging trends in the healthcare sector. These degree programmes will be offered remotely (home-based) or half remotely and half in person, in order to ensure student attendance despite the pandemic.

Furthermore, in the coming four years, the University intends to establish new CPD Courses and advanced postgraduate courses which can integrate scientific theories with experiential practices and specialisations (technical, managerial, and soft skills), thus recognising the latter as particularly effective tools for interacting with the economic system and the job market.

The University is committed to expanding its postgraduate courses by establishing:

- in-person first- and second-level CPD courses.
- specialised teacher training programmes.
- advanced specialised courses.
- training programmes aimed at the acquisition of 24 ECTS credits in Anthropology, Psychology, Pedagogical Disciplines and in teaching methodologies and technologies.

The University also plans to start new specialisation courses in:

- Orthopaedics,
- Surgery,
- Orthodontics.

Priority will be given to the specialisation course in Orthopaedics due to the relevance of this discipline in relation to the University's mission, which aims to provide medical solutions to health problems resulting from war and conflicts, with particular attention to populations in the Global South. Orthopaedics plays a crucial role in the treatment and rehabilitation of war casualties, improving the quality of life of those affected by traumatic events and contributing to the reconstruction of the affected communities. By focusing on Orthopaedics, UniCamillus aims to train professionals capable of addressing these challenges and providing quality healthcare in complex and disadvantaged settings.

KEY OBJECTIVE	STRATEGIC OBJECTIVE	INDICATORS	BASELINE	TARGETS OVER THE 4-YEAR TERM			
				2020/2021	2021/ 2022	2022/ 2023	2023/ 2024
D.3	Growth of our courses in Medical and Health Sciences through the introduction of new undergraduate and postgraduate programmes	BSc in Food Sciences (L-26)	Not present	Start of programme			
		MSc in Human Nutrition Sciences (LM-61)	Not present			Start of programme	
		No. of first- and second-level CPD courses	5	10	15	18	20
		Total no. of students in first- and second-level CPD courses	84	>150	>200	>230	>250
		No. of students in advanced specialised courses	Not present	>30	>40	>50	>60
		Training programmes aimed at the acquisition of 24 ECTS credits	Not present	/	Start of programmes		
		Specialisation Courses	Not present	/	/	/	Start of course

D.4 Increase the number of enrolled students by promoting presence in the various degree programmes.

The University is committed to expanding its courses by increasing the number of places available on its degree programmes, with the aim of training highly qualified professionals capable of addressing the growing challenges in the job market and in the world of innovation, especially in the healthcare sector where the importance of healthcare professionals has been highlighted during the pandemic.

KEY OBJECTIVE	STRATEGIC OBJECTIVE	NO. OF PLACES AVAILABLE AT THE MOMENT OF ENROLMENT FOR EVERY PROGRAMME*	BASELINE**	TARGETS OVER THE 4-YEAR TERM			
				2021	2022	2023	2024
D.4	Increase the number of enrolled students by promoting presence in the various degree programmes	MSc in Medicine and Surgery (LM-41)	300	300	350	350	400
		MSc in Dentistry and Dental Prosthetics (LM-46)	60	60	80	100	120
		BSc in Nursing (L/SNT-1)	75	100	100	120	150
		BSc in Physiotherapy (L/SNT-2)	61	60	70	75	75
		BSc in Midwifery (L/SNT-1)	63	65	70	75	75
		BSc in Biomedical Laboratory Techniques (L/SNT- 3)	70	70	75	75	75
		BSc in Radiology, Diagnostic Imaging and Radiotherapy Techniques (L/SNT-3)	66	70	70	75	75

* The number of students has been increased compared to the previous Strategic Plan of 2020-2022, aiming to increase the quantity of doctors and healthcare professionals in response to their shortage during the pandemic.

** The data refers to the academic year 2020/2021

D.5 New agreements aimed at ensuring student training and clinical internship.

In the medium-to-long term, the University is interested in acquiring a hospital and a dental clinic to provide its students with even more comprehensive and high-quality training. Having such a facility as a university hospital, where research and education are inherently intertwined, would allow students to access a wide range of internship experiences and learn from academic professionals specialized in different fields and who were part of the UniCamillus academic community. Achieving this ambitious goal will require constant commitment for years to come, following the trajectory of other Italian universities which took approximately 20 years from their establishment to have their own university hospital. The University is aware of the challenge it faces but is determined to work towards providing its students with a comprehensive and up-to-date educational programme.

In the meantime, the University has an agreement with the ASL Roma 6 Ospedale dei Castelli and has also recently entered into an agreement with the Regione Lazio which includes the San Camillo Forlanini and San Giovanni Addolorata hospitals, as well as public facilities affiliated with ASL Roma 2 for the implementation of internships. UniCamillus aims to provide its students with the best possible education by offering them learning and internship opportunities in various settings.

Strategic Actions:

During the 2021-2024 term, the University is committed to expanding the number of agreements with other accredited public and private hospitals in order to provide more opportunities for students to undertake internships in several different facilities. This effort is also motivated by the anticipated increase in the number of students enrolled at UniCamillus.

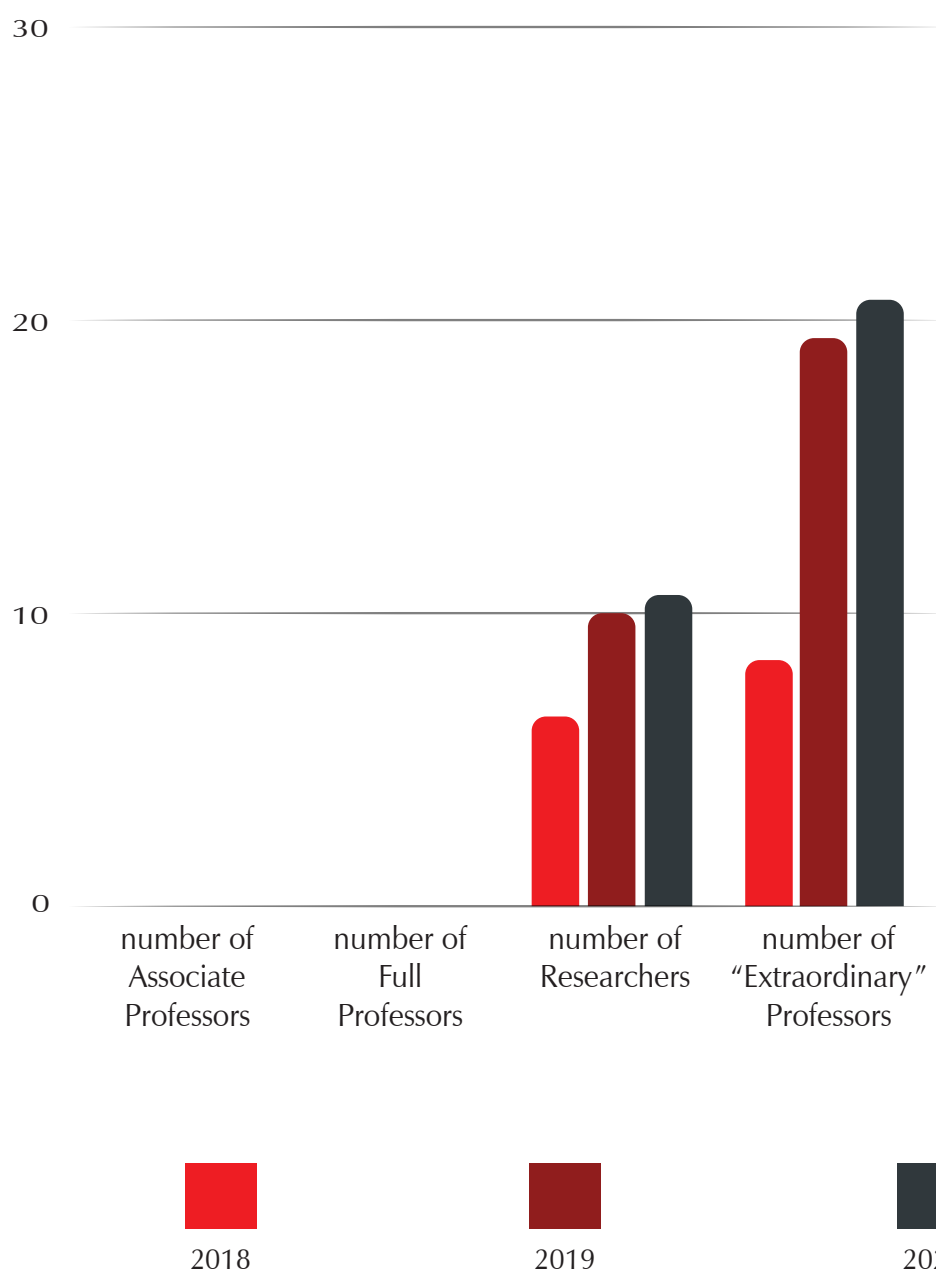
UniCamillus is committed to build a vast training network for practical activity.

KEY OBJECTIVE	STRATEGIC OBJECTIVE	INDICATORS	TARGETS OVER THE 4-YEAR TERM				
			2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
D.5	New agreements aimed at ensuring student training and clinical internship	No. of public and private facilities for internships	6	9			13

D.6 Qualified tenured staff.

UniCamillus is a young Italian university which has made great progress in just a few years. Currently, the number of tenured staff includes 11 researchers under Article 24 of Law 240/10 and 22 “extraordinary” Professors.

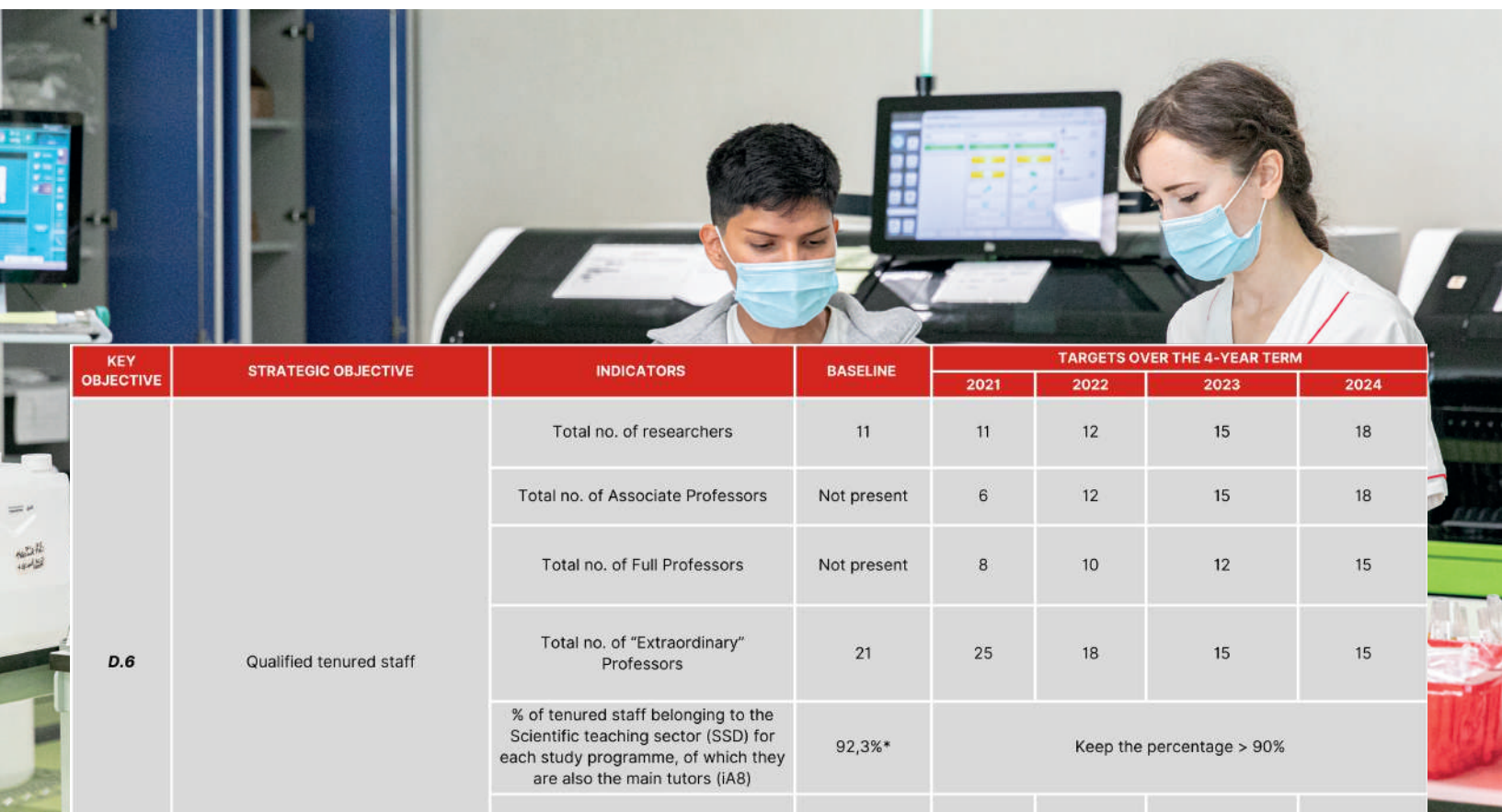
Since 2018 the University has initiated a careful policy of recruiting teaching staff to ensure the sustainability of its degree programmes, as described in the table below. The data demonstrates a significant increase in tenured faculty members over the past two years.



Strategic Actions:

UniCamillus has an ambitious plan for the future which includes the recruitment of new professors in line with ministerial decrees. This process will be completed over the duration of the study programmes and will ensure a gradual increase in the percentage of teaching hours delivered by professors out of the total teaching hours.

In the academic year 2021/2022, the University is committed to meeting the teaching requirements for the undergraduate programmes in the healthcare professions. Additionally, for its MSc programmes, the University commits to meeting the necessary teaching requirements over the duration of the courses. Initially, the focus will be on areas associated with the University's mission in the plan to meet teaching requirements. The goal is to ensure that the number of lecturers is adequate as well as highly qualified so as to provide high-quality education to the students.



KEY OBJECTIVE	STRATEGIC OBJECTIVE	INDICATORS	BASELINE	TARGETS OVER THE 4-YEAR TERM			
				2021	2022	2023	2024
D.6	Qualified tenured staff	Total no. of researchers	11	11	12	15	18
		Total no. of Associate Professors	Not present	6	12	15	18
		Total no. of Full Professors	Not present	8	10	12	15
		Total no. of "Extraordinary" Professors	21	25	18	15	15
		% of tenured staff belonging to the Scientific teaching sector (SSD) for each study programme, of which they are also the main tutors (iA8)	92,3%*	Keep the percentage > 90%			
		% of teaching hours delivered by Professors out of the total hours of teaching delivered (iA19)	12,4%*	15%	17%	21%	25%

* University Indicator sheet – 10/10/2020, year 2019

D.7 Improvement of student facilities and development of new locations.

As far as the UniCamillus facilities are concerned, as of the beginning of the academic year 2019/2020, the main building has 12 classrooms, two study rooms with a total capacity of 90 seats, one library, one computer lab with 40 workstations equipped with computers, and one histology laboratory with 30 workstations.

The University has an ambitious expansion plan to increase the number of facilities dedicated to teaching, accommodate a larger number of students, and provide a stimulating and innovative learning environment that promotes active student participation and well-being. In the period from 2021 to 2024, new facilities will be created in the buildings adjacent to the University, which will include new classrooms, a new library, as well as new laboratories capable of accommodating the incoming students. Specifically, some of the new classrooms will be spacious and with tiered seating to offer greater comfort and improved visibility during lectures.

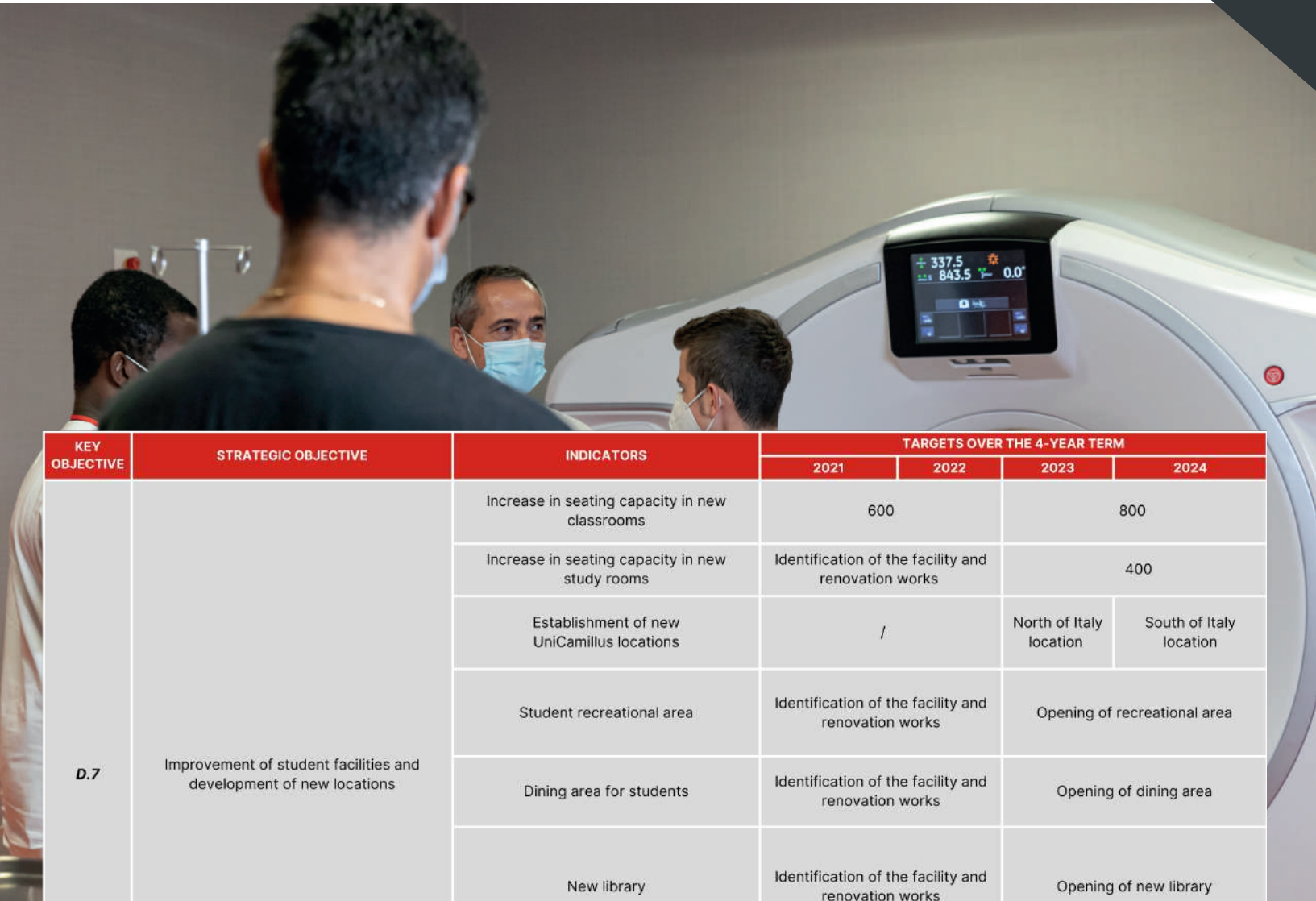
Furthermore, the plan includes the development of new study rooms for students, as these represent a crucial element for their academic success. The study rooms will provide a dedicated and quiet space where students can focus on individual and group study, thus increasing productivity and improving the quality of their study sessions.

An area for dining and relaxation for students is also planned. This area will enhance the quality of student life and contribute to their socialization, taking into account the restrictions present at the present time.

The University firmly believes that the building of these new facilities, along with the existing ones, will contribute to providing a more welcoming, modern, and functional study and research environment for its students, promoting their academic journey and personal growth.

Additionally, the University plans to create new and innovative dentistry laboratories, expected to be completed by the end of 2022. The establishment of these laboratories is crucial for the proper functioning of the Dentistry degree programmes and will serve as a highly attractive component for the entire course of study. The laboratories will allow students to put into practice the knowledge acquired in the classroom.

In the long term, there are also plans to open two new UniCamillus locations for the creation of new degree programmes in the medical and healthcare fields and for conducting research activities. These locations will serve further geographical areas and will foster the structural growth of a university that is already highly attractive to students from around the world. The two new UniCamillus locations will be specified in the period between 2021 to 2024 and will be located one in the North and one in the South of Italy.



KEY OBJECTIVE	STRATEGIC OBJECTIVE	INDICATORS	TARGETS OVER THE 4-YEAR TERM			
			2021	2022	2023	2024
D.7	Improvement of student facilities and development of new locations	Increase in seating capacity in new classrooms	600		800	
		Increase in seating capacity in new study rooms	Identification of the facility and renovation works		400	
		Establishment of new UniCamillus locations	/		North of Italy location	South of Italy location
		Student recreational area	Identification of the facility and renovation works		Opening of recreational area	
		Dining area for students	Identification of the facility and renovation works		Opening of dining area	
		New library	Identification of the facility and renovation works		Opening of new library	
		New laboratories	Identification of the facility and renovation works		Opening of new laboratories	

D.8 Improving University communication

As part of the strategic objectives, the University recognizes the importance of effective communication both internally and externally. Therefore, it aims to create a quarterly magazine by 2021 that will showcase its most significant and representative initiatives, providing a streamlined and elegant tool for sharing its activities.

Simultaneously, the University aims to enhance its presence on social media, adopting modern forms of communication and ensuring a consistent dissemination of information through various channels.

Finally, by 2024, an update of the University's website is planned with the objective of further improving visibility and accessibility of information for users.

KEY OBJECTIVE	STRATEGIC OBJECTIVE	INDICATORS	BASELINE	TARGETS OVER THE 4-YEAR TERM			
				2021	2022	2023	2024
D.8	Improving University communication	University magazine	Not present	Creation of the magazine	4 issues of the magazine	4 issues of the magazine	4 issues of the magazine
		No. of communication staff	1	2	3	3	4



RESEARCH

UniCamillus is committed not only to the training of healthcare professionals but also to the development of high-quality research in the clinical, biomedical, public health, mental health, and patient rehabilitation fields, especially in light of the COVID-19 pandemic. The University supports its researchers in the development of original, innovative, and sustainable projects with the aim of integrating into national and international scientific communities. It also recognizes that education and research are essential elements for the development of any civil society, regardless of socioeconomic conditions.

The University promotes interdisciplinary and transdisciplinary collaboration in research by fostering interaction between researchers from different scientific areas and structures, establishing fundamental partnerships with renowned institutions. The University's research endeavours aim to have an impact on local and global cultural, social, economic, and productive processes.

In drafting the present Strategic Plan, the current uncertainty on both a national and international scale is taken into account, while formulating objectives and indicators based on the assumption of an improvement in the health situation related to the COVID-19 pandemic. It is essential to consider that any slowdowns or even a complete interruption of in-person research activities to reduce the risk of SARS-CoV-2 transmission may require a mid-term update of the objectives and indicators related to the research area.

UniCamillus believes that research is an essential element for improving people's health and well-being.

In June 2020, UniCamillus established the Health Economics Evaluation (HEE) Research Unit, specializing in economic models to be applied to health issues and organisations. The Unit is involved in various health economic research projects at national and international levels, including a project on cost-effectiveness analysis of therapeutic treatments for COVID-19 patients, with results to be published in the coming years. As evidence of UniCamillus' commitment to coronavirus research, 13 scientific articles on COVID-19 have been published to date with UniCamillus affiliation.

In this challenging emergency situation, UniCamillus has chosen to support the fundraising campaign promoted by the "Lazzaro Spallanzani" National Institute for Infectious Diseases for COVID-19 research. Among the scientists at the Spallanzani Institute involved in the fight against SARS-CoV-2, several Professors from UniCamillus, including Prof. Maria Rosa Capobianchi, Professor in Molecular Biology, are part of the team. Their team was the first in Italy to isolate the virus. Collaboration with this institute, which has the most experience in Italy in terms of managing the most common diseases in the Global South, is being further explored for the development of additional and more significant forms of collaboration.

At the end of 2020, the University initiated a collection of research products to be submitted to ANVUR for the purposes of the VQR 2015-2019 evaluation, from 22 February to 23 April 2021. As stated in the VQR 2015-2019 Call for Evaluation, dated 25 September 2020, for the aforementioned evaluation, the products of Full Professors, Associate Professors, researchers as per Article 24, paragraph 3, letters a) and b) of Legislation 240/2010, permanent researchers, holders of contracts stipulated in accordance with Article 1, paragraph 12, of Legislation no. 230 of 4 November 2005 (known as "Extraordinary" Professors), in service as of 1 November 2019, and the associated research products are attributed to this Institution regardless of their affiliation at the time of publication. Based on the faculty in service at UniCamillus as of 15 November 2019, which includes 10 researchers and 19 "Extraordinary" Professors, and according to Article 5, paragraphs 5 and 6 of the VQR 2015-2019 ANVUR Call (normally three products per faculty member, with possible reductions related to institutional roles held or the date of appointment after 2015), the University plans to submit 64 research products, including 3 in area 02, 19 in area 05, 38 in area 06, and 4 in area 11, all bibliometric areas (R1_2). Results are expected to be published in May 2022.

RESEARCH OBJECTIVES 2021-2024

Over the 2021-2024 term, the University aims to pursue a comprehensive objective focused on enhancing research activities, emphasizing the importance of infrastructure development and recruitment of qualified staff. This commitment will be crucial in ensuring research excellence and addressing the growing challenges in the field.

R.1 Strengthening research and scientific infrastructure at UniCamillus

Strategic actions:

- Provision of **basic research infrastructure**: The University commits itself to establishing **biomedical research laboratories** in the next four years.
- Development of methodologies for research quality monitoring, including the number of published articles in bibliometric and non-bibliometric fields, their impact based on the journals in which they are published, and the number of citations.
- Optimization of **scientific equipment utilization** by promoting **equipment sharing** between researchers.
- Establishment of a **Delegate to the Rector for Research** and an **Integrated Research Centre**, responsible for overseeing, evaluating and coordinating research-related aspects.
- Creation of **strategic partnerships with private companies**.
- **Dissemination of research results in Open Access**, promoting sharing of and free access to scientific knowledge, advancing scientific progress, and facilitating innovation dissemination.

- **Facilitation of administrative management of research activities** through the **establishment of a Grant Office** to improve access to national, European, and international research funding.
- **Participation in research funding campaigns** targeting businesses and private donors to further enhance the capacity of academic institutions to acquire research funding.
- **Promotion of synergy between UniCamillus researchers** by organizing internal scientific seminars to facilitate the sharing of expertise and know-how.
- Promotion of **collaborative doctoral programmes in partnership with other universities or research centres**.



KEY OBJECTIVE	STRATEGIC OBJECTIVE	INDICATORS	BASELINE 2020	TARGETS OVER THE 4-YEAR TERM				
				2021	2022	2023	2024	
R.1	Strengthening research and scientific infrastructure at UniCamillus	No. of publications in cooperation with UniCamillus	75	150	200	250	300	
		R1_2*	Not available		>1,00			
		No. of research projects presented	2020	6	20	25	30	
		Research laboratories	Not present	Development of new research laboratories	Opening of new research laboratories			
		% of Open Access articles	50%	>50%	>55%	>55%	>60%	
		Integrated Research Centre	Not present			Development of an Integrated Research Centre		
		Delegate for Research	Not present		Appointment of a Delegate for Research			
		No. of students in doctoral programmes in cooperation with other universities	Not present	0	1	2	3	
		Grant office	Not present	/	/	/	Opening of a Grant Office	
		No. of scientific seminars	Not present	2	2	4	4	

* Results expected by May 2022



THIRD MISSION AND INTERNATIONALISATION

As expressed in the introduction of the University's Strategic Plan, the strategic objectives of the Third Mission are also formulated in an emergent and unpredictable phase due to the COVID-19 pandemic. However, the four-year timeframe allows for the projection of a desired resolution and the development of a vision, mission, and strategy consistent with this perspective. This temporal revision of the objectives also enables their reformulation, consolidating and narrowing them down in light of the evolving vision of the University's Third Mission, focusing on three areas centred around health: internationalisation, diversity and inclusion, and education.

Promoting a Culture of Third Mission: Promoting, Informing, Training.

UniCamillus' Third Mission emphasizes the value of university research, knowledge dissemination, and knowledge transfer outside the academic environment, serving the community. Through its expertise and competence in various branches of scientific knowledge, the University produces public goods. These are socio-cultural initiatives that create social value in different areas of social impact, enhancing well-being, social development, and cultural growth in the society it operates in. The realisation and social impact of these activities are ensured by projects integrated into a unified strategic framework expressed in the University's Strategic Plan, in coherence and integration with research and teaching strategies, monitored annually.

Promoting a Culture of the Third Mission and Social Impact means, in relation to stakeholders: 1. generating awareness of the meaning of the Third Mission, its target areas, and social impact; 2. promoting the values inherent in the Vision and Mission of the Third Mission; 3. sharing and collaborating, given the cross-cutting nature of the Third Mission that involves various functions, organisational areas of the University, and stakeholders.

To achieve these objectives, it is important to plan both informational actions, targeting academic and administrative staff, partners at all levels, and educational activities aimed at internal staff, in order to illustrate possible synergies and organisational impact.

Stakeholders

There are multiple categories of stakeholders in UniCamillus' Third Mission/Social Impact: while the Patient is at the heart of the Third Mission, students represent the future medical and healthcare professionals, an ideal medium to fulfil a project of health and well-being. The tutors serve as guides on this path, and the administrative staff provides organisational support. The network of external partners, collaborating on both learning pathways and collaborative projects, represents an important driving force.



The Vision of the Third Mission/Social Impact

At the core of UniCamillus' Third Mission Strategic Objectives are three foundational and inspiring elements of the University: Humanitarian Mission, Internationalisation, and Inclusive Medicine. Each of these three guiding principles serves as a framework for identifying the strategic objectives of the Third Mission in the current Strategic Plan.

Humanitarian Mission:

UniCamillus is a university strongly inspired by humanitarian values, founded on the **ethical and humanistic principles** of Camillus De Lellis. In the 16th and 17th centuries, De Lellis laid the foundation for modern healthcare by writing and adopting the first modern protocol for **hospital care**, establishing the fundamental principles of patient respect and dignity over five centuries ago. These principles reflect the spirit of service and dedication inherent in the medical and healthcare professions, the care dimension specific to the healthcare professions in the prevention, rehabilitation and promotion of human health. At the same time, the commitment to strengthening social connections is also represented by the special **welcome and training provided to foreign students** from developing countries, along with the humanitarian, scientific, and professional interest in **health issues and diseases prevalent mainly in the aforementioned countries**, in addition to international humanitarian missions.

Internationalisation:

UniCamillus' international projection is central to its mission and distinguishes it in the landscape of healthcare education. UniCamillus is primarily aimed at **young people from all over the world** and has the highest percentage of **international** students. Its vocation as a place for exchange and open knowledge on international healthcare issues, including those of less fortunate countries, is confirmed by its ability to attract and welcome foreign students from non-EU countries, primarily from the Global South, as well as EU countries, along with the scientific topics addressed during the courses of study. Furthermore, UniCamillus, thanks to its predominantly **English-taught programmes**, provides graduates with broader access to scientific knowledge and engagement with the **academic and professional community at the international level**. Lastly, UniCamillus enhances the international openness of its students through **the multicultural experience** it offers, accepting diverse beliefs and providing various intercultural initiatives. Consolidating its presence in the international context, strengthening collaboration networks at the European and non-European levels, and building strategic partnerships are central to the selection and training of personnel in the healthcare sector.



Inclusive Medicine:

Following the inspiring principles of Camillus De Lellis, the University believes in and promotes equal and dignified access to healthcare services for all, advocating personalised patient care that places the patient at the core, recognizing each individual as a human being with their own sensitivities and taking into account all the factors contributing to making each person unique. This principle is universally applied by UniCamillus. From attracting and welcoming international students in its training and advanced training programmes to giving capacity-building skills to these students when they return to their home countries, through to the promotion of initiatives for the development of healthcare centres in developing countries, the University aspires to reduce inequalities between countries through inclusive social growth driven by equal healthcare conditions. UniCamillus also contributes to the creation of a new generation of multi-ethnic and multicultural healthcare professionals, regardless of age, gender, sexual orientation, gender identity, or marital status. UniCamillus education promotes intercultural skills to prepare medical and healthcare professionals to deliver high-quality care that respects diverse cultures and focuses on personalized patient care.



Countries of origin of UniCamillus' international students

At the end of 2020, the University selected a Third Mission case study to be submitted to ANVUR from 22 February to 23 April 2021, for the VQR 2015-2019 Evaluation of Research Quality. The case study, entitled "Mens sana in corpore sano: UniCamillus per i giovani e lo sport. La promozione di un'Associazione sportiva per la valorizzazione del IV Municipio di Roma" (Mens sana in corpore sano: UniCamillus for youth and sport. Promoting a Sports Association for the enhancement of the 4th Municipality of Rome), aimed to promote the value of sport as a social and cultural right and as a means of promoting health. This was achieved through the sponsorship of **UniCamillus Basket**, a local basketball team.



THIRD MISSION OBJECTIVES 2021-2024

UniCamillus and Sustainability

Objectives INT1 and TM1-2 reaffirm UniCamillus' commitment to sustainability by aiming to achieve the goals outlined in the 2030 Agenda. These goals include Goal 4: 'Quality Education for All,' Goal 3: 'Good Health and Well-being for All,' Goal 5: 'Gender Equality,' and Goal 10: 'Reduced Inequalities within and among Nations,' as described below. Additionally, UniCamillus actively participates in the Rete delle Università per lo Sviluppo Sostenibile (Network of Universities for Sustainable Development) (RUS) through its own delegate.

In terms of territorial sustainability, the University seeks to generate a positive impact at the local level in the urban area where it is located, which is experiencing growth in terms of student enrolment and infrastructure. The Tiburtina area is characterised by a persistent industrial crisis with significant economic and social consequences, compounded by the socially challenging neighbouring suburban areas, such as the Borgata San Basilio. The strategic approach involves generating value through the daily presence of students and socio-cultural collaborations, fostering partnerships with educational institutions, and contributing to urban, social, and economic regeneration.

INT 1. Internationalisation and Health

Internationalisation is a cross-cutting objective in UniCamillus' strategy, which is expressed through internal and external actions. Internally, the University welcomes students from diverse cultures so they can be professionalised in the medical and healthcare fields, aiming to create a profile of a healthcare professional capable of interacting with patients from

different cultural backgrounds. Attracting students from developing countries aligns with Goal 4 of the 2030 Agenda, Quality Education for All, also present in the Third Mission objective of Health, Diversity, and Inclusion, for example, through linguistic inclusion. Externally, the concept of "Internationalisation At Home" (IAH) incorporates international, intercultural, and/or global elements into the curriculum, known as the Internationalisation of Curriculum (IOC). IAH and IOC are integrated with teaching objectives, such as "D2. Internationalisation of study programmes," particularly in relation to Erasmus+ programmes and collaborations with foreign universities. This theme also aligns with the Health, Diversity, and Inclusion objective of the Third Mission, through the promotion of differences.

The theme of Internationalisation and Health at UniCamillus also reflects the territorial dimension of interest, represented by the countries from which students enrolled in study programmes come and the areas where humanitarian healthcare activities are carried out in developing countries. Humanitarian missions in developing countries involving UniCamillus students and teachers exemplify the sense of UniCamillus' humanitarian mission. This objective is linked to Goal 3 of the 2030 Agenda, Good Health and Well-being for All, integrated with UniCamillus' research themes and the objective of public engagement on the topic of "health for all".

The COVID-19 pandemic has served as a test for the University's Third Mission, resulting in the implementation of third-party activities and experimentation for public health, carried out by the specialised HEE Research Unit in the evaluation of the economic impact of new drugs, dedicated to collaboration with international pharmaceutical companies. The production of 13 publications on COVID-19 forms the basis for the strengthening of third-party activities in the following years.

INT1 ACTIONS

The indicators linked to the actions that have been modified since the previous Strategic Plan 2020-2022 due to the pandemic are followed by an asterisk.

INT1.1 Humanitarian Missions in developing countries through UniCamillus operators: Africa, South America.

KEY OBJECTIVE	STRATEGIC OBJECTIVE	INDICATORS	BASELINE	TARGET 2021	TARGET 2022	TARGET 2023	TARGET 2024
INT1.1	Humanitarian mission in developing countries through UniCamillus operators	No. of missions	1 del 2019	1*	1*	2	3
		No. of UniCamillus operators	> 2	> 2	> 3	> 4	> 5
		Target Subjects Involved		> 30	> 80	> 100	> 150

Internationalisation at Home (IAH) and Internationalisation of Curriculum (IOC) These objectives are integrated with D1.2 Internationalisation of study programmes, sharing participation in exchange programmes (such as Erasmus) and internships abroad to allow students to acquire intercultural competencies. IAH also integrates with 'D4. Improvement of student facilities and creation of new UniCamillus locations,' where a new student recreational area, in particular, will facilitate socialisation and promote internal cohesion. IAH initiatives will also consist of activities in the artistic, musical, and sports fields, intercultural events, and opportunities for local interaction.

KEY OBJECTIVE	STRATEGIC OBJECTIVE	INDICATORS	BASELINE	TARGET 2021	TARGET 2022	TARGET 2023	TARGET 2024
INT1.2	'Internationalization at home'	No. of activities	Not available	0 *	1 (Baseline)*	2	3
	Increase in number of students involved				≥10 (+100%)	≥100 (++)	≥200 (++)

INT1.3 Creation of a university magazine on the topic of health, identifying methods of international dissemination. This point integrates with 'D6. Improving the University's communication methodologies.

KEY OBJECTIVE	STRATEGIC OBJECTIVE	INDICATORS	BASELINE	TARGET 2021	TARGET 2022	TARGET 2023	TARGET 2024
INT1.3	Editorial Initiative	No. of copies circulated	Not available	>1000	> 1500	>2000	>2500

INT1.4 Visiting Professor (VP), Visiting Researcher (VR), Visiting Fellow (VF). When the state of emergency ends, the University plans to establish regulations for Visiting Professors (VPs), Visiting Researchers (VRs) and Visiting Fellows (VFs). Hoping that the pandemic will come to an end in 2022, the following schedule is envisioned in order to internationalise knowledge and student learning pathways:

KEY OBJECTIVE	STRATEGIC OBJECTIVE	INDICATORS	BASELINE	TARGET 2021	TARGET 2022	TARGET 2023	TARGET 2024
INT1.4	VP - VR, VF	No.	2023	0*	0*	1	2

INT1.5 Organise conferences, symposia, and scientific panels open to the public, focused on patient empowerment in the healthcare system and related themes on an international scale.

KEY OBJECTIVE	STRATEGIC OBJECTIVE	INDICATORS	BASELINE	TARGET 2021	TARGET 2022	TARGET 2023	TARGET 2024
INT1.5	Organise scientific events open to the public	No. of conferences	Not available	2	2	3	4
		No. of participants	Not available	> 50*	> 100*	> 200	> 300

TM1. Health, Diversity and Inclusion

In the field of health, where UniCamillus operates, inequalities generate a significant socio-economic impact. The UN's 2030 Agenda Goal 10: "Reduce inequality within and among countries" places this issue at the centre of the SDGs. UniCamillus' mission of promoting "inclusive medicine" aims to reduce inequalities between countries by pursuing equal healthcare conditions for disadvantaged and marginalised social groups and individual patients, through empowerment and personalised care plans while respecting diverse cultures. This aspect aligns with the actions of INT1 related to UniCamillus' Humanitarian Missions. Diversity and inclusion are also part of the objectives of the aforementioned "Internationalisation at Home," focusing on valuing cultural differences to foster integration and inclusion through the enhancement of intercultural competencies and integration with the local Italian culture, with the aim of creating a cohesive international community within the University and through the alumni network.

Diversity and inclusion also encompass gender equality (Goal 5 of the 2030 Agenda) in areas such as inclusive language to challenge gender stereotypes and promote social change, as well as the establishment of an alias career within the University. This objective of TM is confirmed by the intention to establish a Unified Guarantee Committee for Equal Opportunities at UniCamillus, a representative body composed of faculty, administrative and technical staff, and of students. Its purpose is to promote and implement activities, as specified by appropriate regulations, to achieve equal opportunities, enhance well-being, and counter any form of discrimination within the University. A driving and implementing element of these activities will be the appointment of a Delegate for Equal Opportunities, dedicated to the development of this significant area of interest.

TM1 ACTIONS

The indicators linked to the actions that have been modified due to the pandemic since the previous 2020-2022 Strategic Plan are followed by an asterisk.

TM1.1 Initiatives for Diversity and Inclusion, such as: actions aimed at linguistic inclusion, student listening and counselling activities, gender balance assessment, disability and Specific Learning Disabilities support services, and the establishment of the UniCamillus Language Centre (UCLC).

KEY OBJECTIVE	STRATEGIC OBJECTIVE	INDICATORS	BASELINE	TARGET 2021	TARGET 2022	TARGET 2023	TARGET 2024
TM1.1	Initiatives for diversity and inclusion	No. of initiatives	≥1	≥2	≥3	≥4	≥4

TM1.2 Developing a socio-ethical care model for the elderly and marginalised people in the Mediterranean countries:

KEY OBJECTIVE	STRATEGIC OBJECTIVE	INDICATORS	BASELINE	TARGET 2021	TARGET 2022	TARGET 2023	TARGET 2024
TM1.2	Developing a socio-ethical care model	No. of countries involved	Not available	> 3	>3	>3	> 3
		No. of subjects involved in the project	Not available	> 1000*	> 2.000*	> 3.000	> 4.000

The project, funded by the European Union, includes the implementation of six pilot actions to test and validate the TEC-MED Model, involving social enterprises, citizens, and public administrations.

TM2. Promoting Health Education

UniCamillus is committed to promoting health education and prevention through partnerships and initiatives aimed at the general public. These activities are closely integrated with the University's degree programmes and include: organisation of culturally relevant activities for the general public; involvement of schools to promote health education; scientific dissemination activities; production of public goods with social and educational purposes; activities related to the SDGs. UniCamillus' tutors play an active role in disseminating health-related knowledge through traditional and digital media, engaging in public engagement activities.

TM2 ACTIONS

The indicators linked to the actions that have been modified due to the pandemic since the previous 2020-2022 Strategic Plan are followed by an asterisk.

TM2.1 Health Education and Awareness Events. These events are aimed at the local community and have a recreational and cultural nature with the purpose of preventing and intervening to protect health. They are organised in collaboration with UniCamillus students from all the study programmes.

- Sports events to raise awareness about the relationship between sport and health, open to the public and in collaboration with healthcare degree programmes.
- Dental prevention campaigns targeting primary and secondary school students carried out by students from the MSc Dentistry and Dental Prosthetics.
- Participation in National or International Days dedicated to the medical and healthcare professions, in collaboration with students from all the degree programmes and through healthcare partner networks.

KEY OBJECTIVE	STRATEGIC OBJECTIVE	INDICATORS	BASELINE	TARGET 2021	TARGET 2022	TARGET 2023	TARGET 2024
TM2.1	Health education events	No. of events	Not available	2*	3*	4	4
		No. of people participating		>50	>100	>150	>200

TM2.2 University Magazine. Development and distribution of a university magazine focusing on health topics in line with UniCamillus' mission.

KEY OBJECTIVE	STRATEGIC OBJECTIVE	INDICATORS	BASELINE	TARGET 2021	TARGET 2022	TARGET 2023	TARGET 2024
TM2.2	University magazine	No. of copies distributed	>500	>1000	>1000	>1000	>1000

After reaching the three objectives INT1, TM1 and TM2, extra-curricular training activities dedicated to the development of organisational and managerial skills in healthcare will be developed. This will include conferences and scientific informative meetings open to the public to delve into specific topics of organisational and managerial innovation, as well as classes on the topic of organisation, communication, and management of healthcare activities and development of social impact.



UNICAMILLUS

**“Always listen
to the patient,
they might
be telling you
the diagnosis.”**

(Sir William Osler 1849-1919)