



STRATEGIC PLAN 2023-2027



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INTRODUCTION

The **2023-2027** strategic plan marks a key transition for **Humanitas University** and an important step for its future growth. Following on from its foundation in 2014, the University now aims to enter a **new phase** of maturity and consolidation. It plans to preserve the innovative nature of its activities within a dynamic and increasingly **international environment**.

The core of the University's mission lies in the domain of the **Life Sciences**, and our strategy is to prioritize robust integration between **Education, Research**, and the **Hospital**. It plans to forge an ever-stronger link with **Medical Humanities**, their focus on relational and communication skills in the training of healthcare professionals, and the related ethics.

Given the two difficult years due to the Covid-19 public health emergency, heightened conflict on the world stage, and the changed global environment, **Humanitas University** is now called to expand its strong international academic presence and **international vocation**, whilst maintaining its identity as an Italian-based University, that is rooted in the city and community of Milan.

To this end, **Humanitas University** will continue to draw on its strengths, areas of expertise, **cutting-edge technologies**, as well as people at the heart of its everyday activities, and its guiding values

of **Sustainability, Innovation**, and **Integration**. Our students, graduates, residents, and researchers will continue to be guaranteed outstanding professional training, alongside the opportunity to develop a keen awareness of the meaning of **social responsibility** in the medical sciences in a modern, **multicultural context**. This winning combination of factors will mark a new way forward **for the University**.



VISION

In approaching this next phase of development, **Humanitas University** intends to adopt a modern vision, mapping out the steps required for it to grow from a young institution to a mature player on the international academic scene. This strategic plan outlines a framework for fulfilling the key purpose of our **University**, as a place not just to study or to train well-prepared, empathetic healthcare professionals, but also as a place to **forge connections**, including those between basic and clinical research,

achieved through a twofold strategy, comprising new study programmes to complement existing courses, and more **research activities** to connect with clinical practice, with an eye to professional integration. In this context, our vision is not hierarchical but horizontal, since at **Humanitas University**, the integration of diverse areas and competences paves the way for a truly interprofessional culture.

Another ongoing focus of the University is **social responsibility**, which, even in



through dedicated laboratories and shared platforms.

Over the next five years, **Humanitas University** will endeavour to enrich its study programme catalogue and to grow an innovative **life sciences ecosystem**, drawing on expertise gained from experience. This ecosystem will see life science studies better integrated with some of the University's key areas of strength, such as **Education, Research, and Clinical Practice**. This goal will be

today's **competitive environment**, must shape the work of our students and young physicians. Indeed, we face a major challenge that extends beyond our own geographical area given our goals to share our **scientific culture** outside of Italy and to participate in international solidarity projects. Meanwhile, at our home and satellite campuses, we will welcome and **support students** and faculty from troubled and disadvantaged international settings.

MISSION

The **Strategic Plan** comprises an explicit presentation of the University's mission. Our mission starts from the delivery of cutting-edge study programmes and the implementation of **high-quality teaching and research** within a clinical and scientific setting that is generated by intensive interaction between students, researchers, faculty, and physicians, together with a special focus on data science. The University has always partnered closely with **Humanitas Research Hospital**, and thanks to its large number of residency schools, it works with a vibrant network of hospitals, especially those of the broader Humanitas group. The University's overarching goal for **the 2023-2027 period** is to enhance its life sciences culture. It plans to implement innovative study programmes and pathways, develop new competences, and attract clinical practitioners with significant international experience. The University also aims to further leverage the infinite potential of research to stimulate **scientific curiosity** and to foster the University's cultural development and core values, including sustainability. **Humanitas University** now needs to further invest in knowledge and innovation for both its undergraduate and its postgraduate programmes.



MISSION

One of the major components of the strategic plan includes a new approach to the design of its **PhD study programmes**, which going forward will also target residents with an interest in **scientific research**. A second key component that will play an important role in attaining our objectives is improved collaboration with EU companies and institutions within a **competitive European environment**.

Both of these strategies are part of our broader goal of developing a new approach to professional training. At this point in time, the University's greatest challenge is to increase its international impact in synergy with the research sector. To meet this challenge, **Humanitas University** plans to further develop its international standing in order to attract an increasing flow of **international students**, including by recruiting a higher number of Faculty members who have trained abroad but intend to continue their careers in Italy. As part of this process of **international**

development, the University also plans to introduce innovative evaluation systems, and to participate in top ranking systems, while placing a strong focus on both the **quality of student life** on our campuses and students' professional growth. **New sports and leisure facilities** are currently being built with a view to fostering a culture of physical, psychological, and relational wellbeing. The value of **inclusiveness** will underpin our efforts to ensure that all our students, including those with disabilities, can access a **rewarding study pathway**.



CONTEXT ANALYSIS



CONTEXT ANALYSIS

The difficult **international context**, still conditioned by the after-effects of the recent public health emergency, and the negative impact of international conflicts including the war between Russia and Ukraine, has prompted **Humanitas University** to respond to these needs and non-deferrable challenges in its new strategic plan. **Humanitas University** intends to pursue the delivery of study programmes befitting of a modern university in an increasingly competitive environment, to become a **major player** on the contemporary medical and technological educational scene, and to establish itself as an international benchmark.

Furthermore, against an ever-changing socio-economic backdrop, the **life sciences** continue to represent a dynamic field where the **integration of technology** can positively transform patients' lives and help treat the diseases predicted to affect the world's population over the coming decades.

This growing **need for technology** has become increasingly evident in a national and international context, where advances in **artificial intelligence** require the design of study pathways that provide students with the competences required to manage **Big Data** and monitor data in the field of medical equipment. Such developments also call for a reversal of recent trends within healthcare professions, in that there is a need to identify and validate tools and guidelines that may be used by physicians and other healthcare professionals alike, while respecting their different specific areas of competence. Undoubtedly, all healthcare professions must be valued, and their role acknowledged, whilst fostering an **interdisciplinary approach**, teamwork, and synergies among different professionals. Such an approach will enhance the **professional growth** of all the players involved.

In light of the above, the aim of **Humanitas University's next phase** of development will be to build on its tradition of innovation, and further contribute to improving healthcare professionals' competences, autonomy, and sense of responsibility through the training of students, young graduates and researchers. A second key emphasis will be on generating **economic value** through technology transfer.

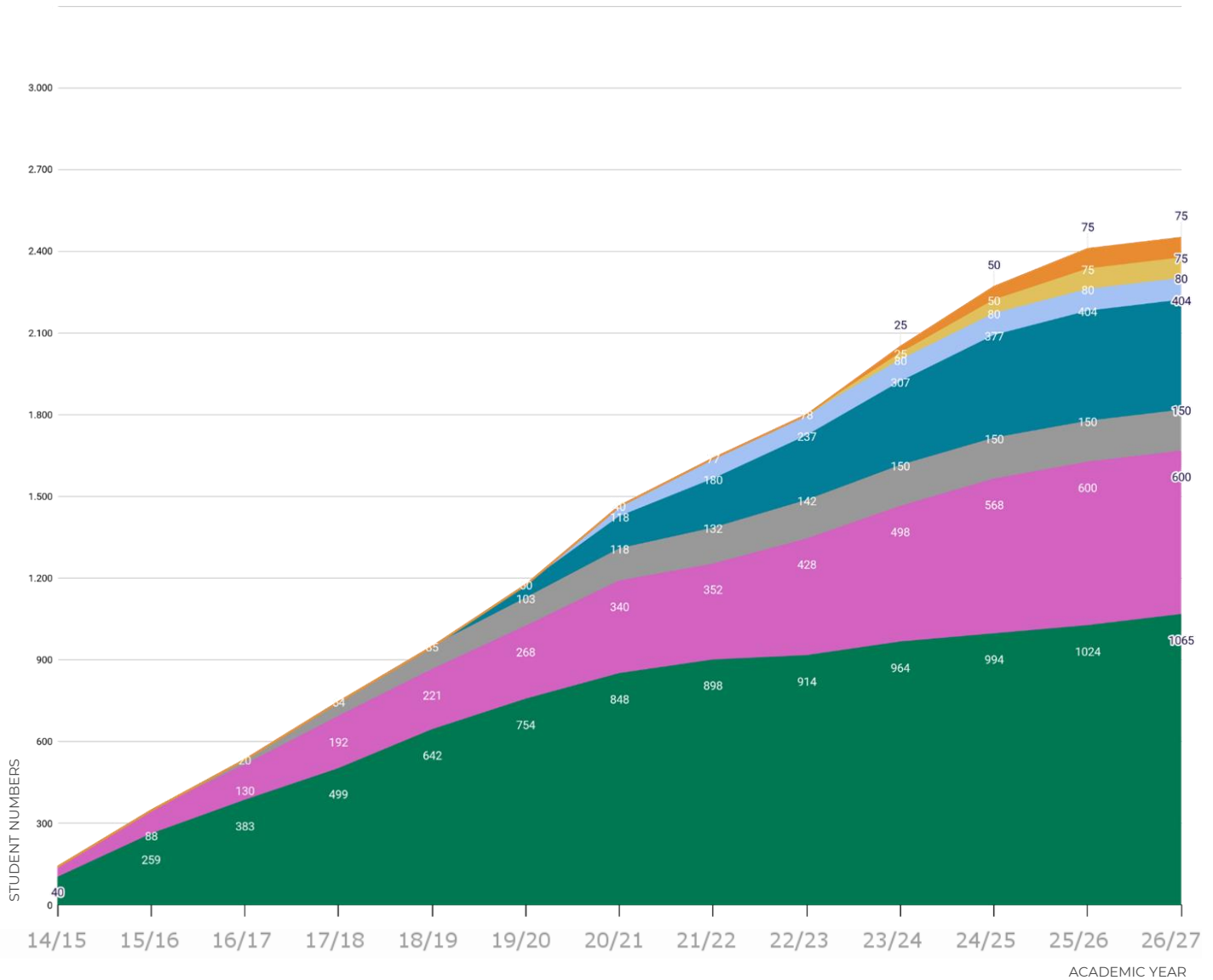


STATE OF THE ART AND FUTURE TRENDS



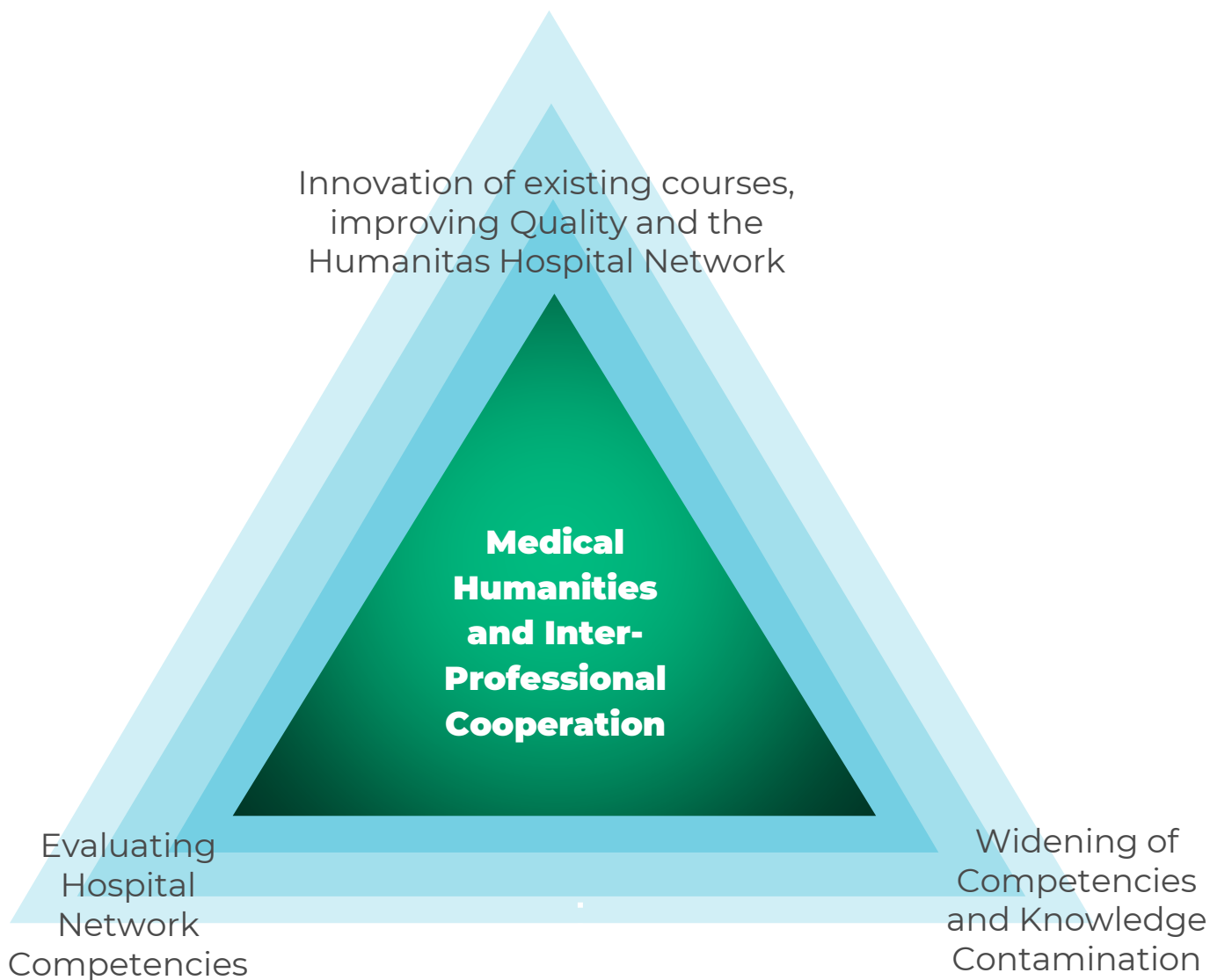
UNDERGRADUATE TRENDS

TOTAL PROJECTION 2450



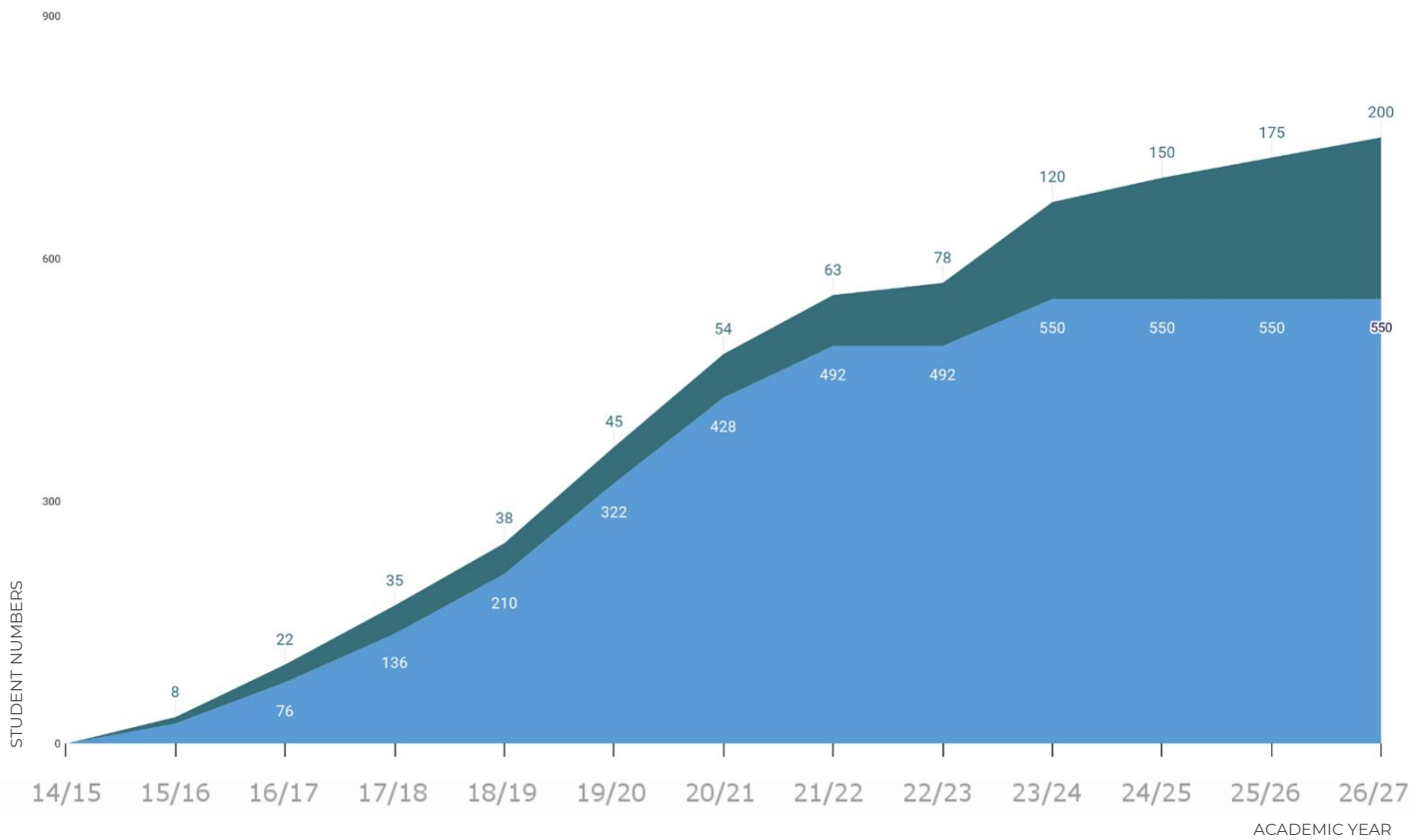
- MED SCHOOL
- NURSING
- PHYSIOTHERAPY
- MEDTEC SCHOOL
- MD NURSING
- RADIO TECHN
- LAB TECHN

UNDERGRADUATES



POSTGRADUATE TRENDS

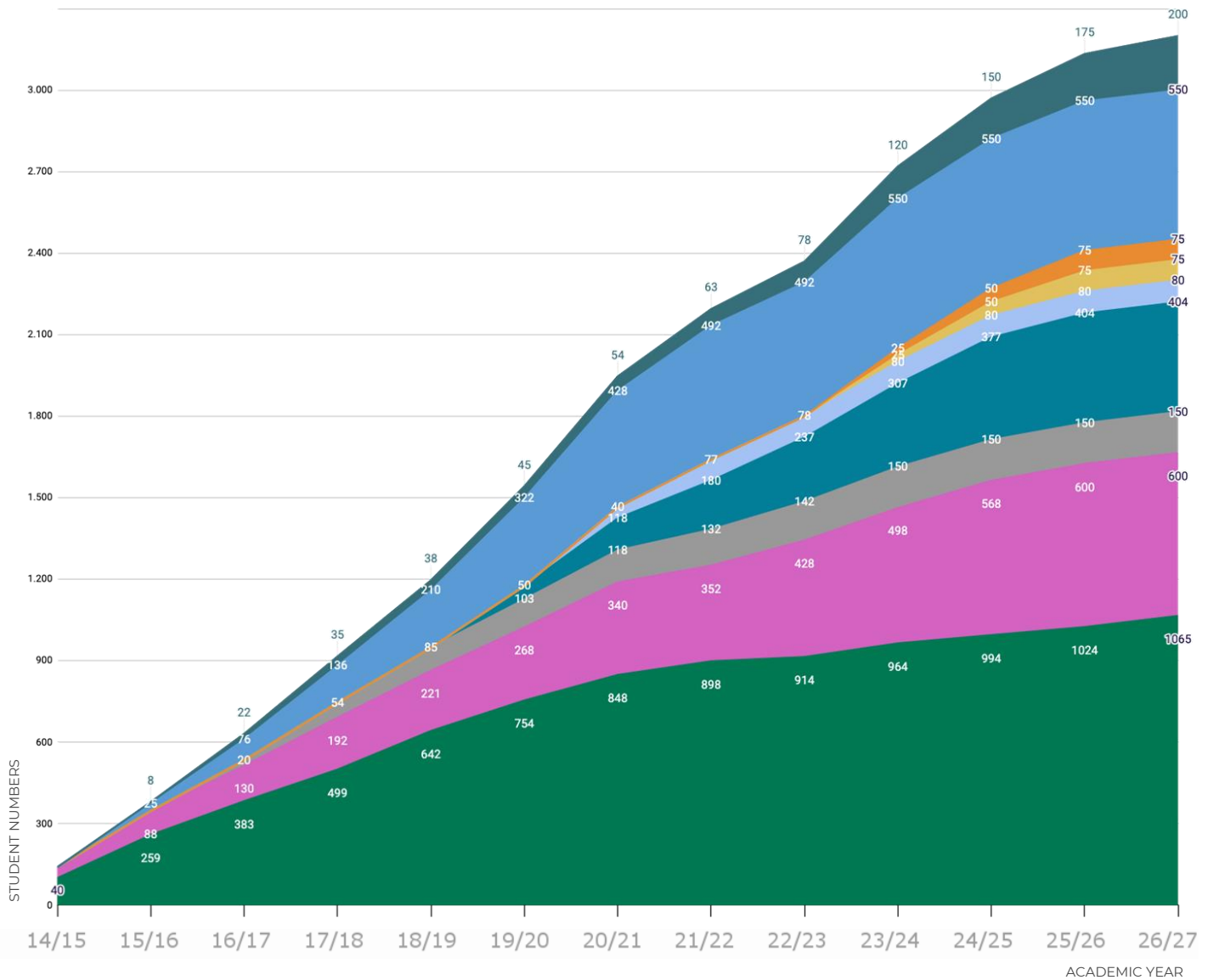
TOTAL PROJECTION 750



- RESIDENTS
- PhDs

TOTAL STUDENT TRENDS

PROJECTION 3200



SWOT ANALYSIS

STRENGTHS

- Strong integration with reference healthcare facilities
- Development of technology applied to life sciences
- Dynamic and international environment
- Strong interaction between the technical administrative part of the staff and the faculty

OPPORTUNITIES

- Participation in international tenders and programmes
- Increasing focus on community welfare
- Development of Medical Humanities for Healthcare Professions
- Participation in the competitive distribution of public resources

WEAKNESSES

- Limited number of teaching staff with significant professional experience abroad
- Lack of competitive European PhD programs
- Low attraction of students with foreign PhD qualifications
- Weak interaction with companies

THREATS / CHALLENGES

- Financial and economic context
- Sustainability of the environment
- Competitive context
- Access to institutional resources

STRUCTURE AND CONTENTS

Strategic Plan develops along 4 different areas: **Education, Student Experience, Research, Social Responsibility** (Third Mission) and the cross-cutting area of **Internationalisation**. They develop around 5 fundamental dimensions for the University's activity:

Commitment & Engagement, Integration, Culture Of Humanities, Sustainability e Innovation



EDUCATION



STUDENT EXPERIENCE



RESEARCH



SOCIAL RESPONSIBILITY



INTERNATIONALISATION

STRATEGIC AREA: EDUCATION



Humanitas University intends to further develop innovative and high-quality teaching and learning approaches for both its undergraduate and postgraduate programmes. Its postgraduate study programmes will include Residency Schools, Master's Degrees, and innovatively designed PhD programmes.

One of a university's core missions is delivering Education, and an exciting challenge that lies ahead for **Humanitas University** is to ensure that its study programmes continue to be of outstanding quality and geared towards preparing its students to compete in the future, global job market. Key to meeting this challenge will be the implementation of multiple, concrete lines of action. We plan to reinforce and expand our existing undergraduate and postgraduate degree programmes. These will be designed to fulfil the future needs of society, with a focus on the principles of the medical humanities and interprofessional collaboration. We also aim to increase our targeted national and international inter-university agreements, and partnerships with industry. **Public institutions** will also play a crucial role in the implementation of this plan. High standards and advanced technology will remain at the fore of all our teaching and learning activities. Over the next five years, we aim to introduce **new undergraduate degree programmes** for medical imaging technicians and biomedical laboratory technicians, as well as new postgraduate degree programmes, including **three Master of Science courses** in medical data science, medical chemistry, and healthcare management. We will also enhance our postgraduate programme portfolio through constant evaluation of, and additions to, our residency schools and residents, alongside even closer collaboration with hospitals, particularly those of the **Humanitas Group**.

Humanitas University already leverages its partnership with **Humanitas Research Hospital** to benefit its students through an **Open Faculty system**, whereby physicians and other healthcare practitioners are selected and trained to carry out training and professionalizing activities to support our Faculty. A further challenge will be to launch a new type of **PhD programme**, establishing a full-fledged PhD school with the potential to attract both high-level external candidates and residents interested in research. An additional strategic goal in the area of professional training is to further expand the **high-tech activity** of our **Simulation Centre**, instituting a full-fledged academy that can deliver educational innovation and excellence to students, healthcare professionals, and companies worldwide.



STRATEGIC AREA: EDUCATION



FIVE-YEAR GOALS



EDUCATION UNDER GRADUATE

Expansion of the
educational offer

Continuous
improvement in
the quality of the
educational offer



POST GRADUATE

Completion and
improvement of
the educational
offer for medical
graduate schools

Strengthen the
PhD program
proposal



PROFESSIONAL TRAINING

Expand the Simulation Center training
offer





STRATEGIC AREA: STUDENT EXPERIENCE



Students are the beating heart of any university. Following the recent public health emergency, our students' presence and their importance within our institution is valued more than ever before. Consequently, Humanitas University aims to pay particular attention to students' needs and services, improving these services wherever possible.

Students tend to remember the quality of their everyday life during their **university experience** regardless of their degree programme or their highly-rated teaching and learning experience. Hence, life on campus represents a hallmark of the institution. The **quality** of our services, dedicated to supporting both students' academic and social activities, is not only crucial for the students who live and study on our campuses, but also contributes significantly to overall ratings of the **University**.

The next five-year period will see key growth in our services, following on from the University's initial set-up and **consolidation phases**. The path we intend to take is twofold. First, we aim to enhance the services related to the

practical aspects of student life by improving **students' digital experience**, expanding the available leisure facilities, providing new opportunities for **language learning**, and reinforcing our counselling services. Second, we plan to foster the broader values of community, interaction, and inclusion. To ensure that these latter three tenets become the guiding principles of **Humanitas University**, we aim to transfer knowledge to our diverse international student community in the best possible way. Additionally, we also seek to foster the **scientific curiosity** that inspires our students to embark on their studies, taking particular care to support any of our students who are disadvantaged or struggling during their course of study.



STRATEGIC AREA: STUDENT EXPERIENCE



FIVE-YEAR GOALS



1°

Develop and improve the quality of services to ensure the psychosocial well-being of the university community, with particular attention to those with forms of psychosocial discomfort



2°

Promote the concepts of community, interaction and inclusion





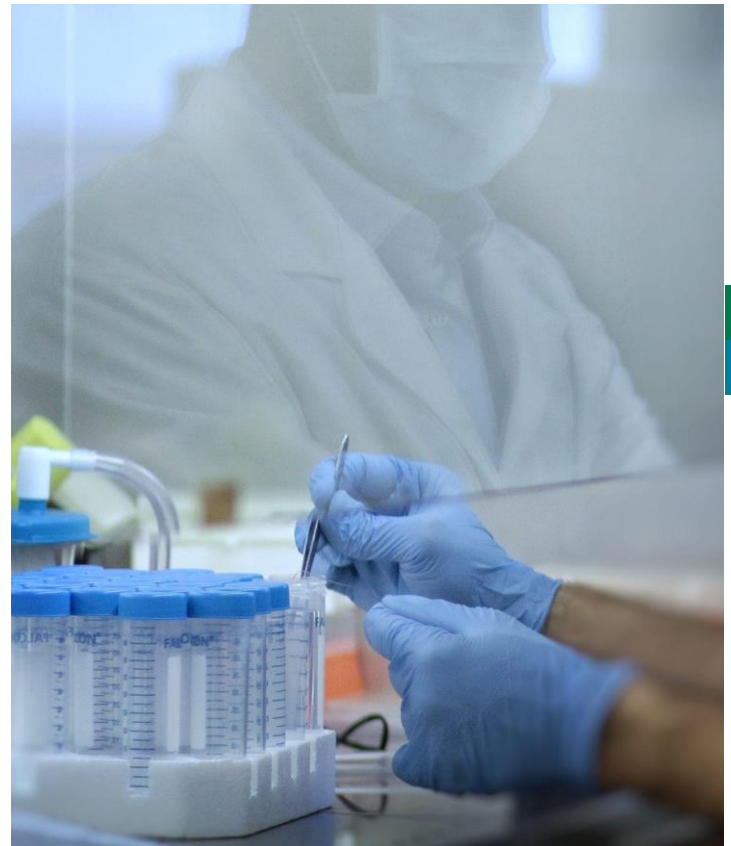
STRATEGIC AREA: RESEARCH



By conducting its teaching and learning activities in close synergy with research, Humanitas University has already become a leading player on the Italian educational scene. The University now needs to further build on this strength by taking a similar approach at the international level. To achieve this goal, we plan to intensify collaboration in the clinical setting and vigorously pursue translational research that goes "from bed to bench and back."

The future of medicine is tied up with scientific discovery. **Scientific research** enables countries to be competitive on the global knowledge market, keep up with the most advanced nations, and enhance the wellbeing of their populations. **Research** is also a strategic asset for our University, and going forward, we will increase our focus on translational research in order to foster even greater integration between our clinical and laboratory activities. Given that good medical research is a prerequisite for clinical advances, over the next five years the goal of **Humanitas University** will be to work in synergy with hospital programmes, especially with **Humanitas Research Hospital**.

This bi-directional exchange between bedside and bench will help speed up the medical research process, producing results with the potential to improve patient outcomes. We will also support the work of our researchers by intensifying our efforts to win international grant funding and to expand our existing European research network, while promoting independent clinical research. A further line of action will be the advancement of technology, another cornerstone of both our research activity at **Humanitas University** and our clinical practice at the hospitals in the Humanitas Group. It will also be crucial to foster knowledge exchange through partnerships with industry and to support



promising projects, including startups, in order to deliver added value at the technological level. Finally, the expansion of the **MEDTEC** degree programme over the next five years will be strategic for the University, and the planned new degree programmes are also expected to foster two-way exchanges and interaction between **medicine and the basic sciences**, as will our partnerships with other universities.

STRATEGIC AREA: RESEARCH



FIVE-YEAR GOALS



1°

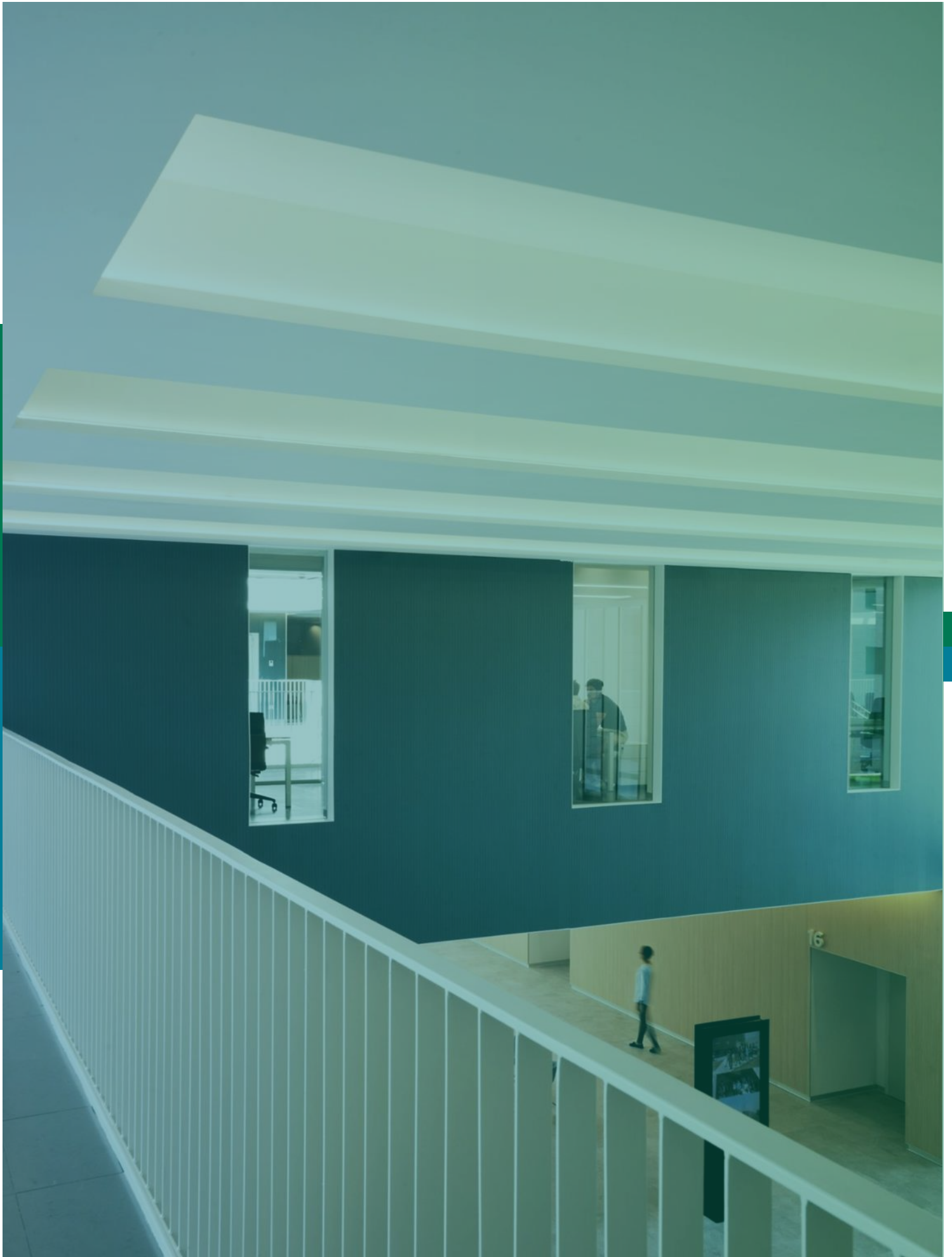
Strengthen development actions for participation in international grants



2°

Promote technology transfer opportunities





STRATEGIC AREA: SOCIAL RESPONSIBILITY (THIRD MISSION)



Over the coming years, various levels of social responsibility must remain at the core of our University's activities. This will mean directing attention to medical ethics, and, thus, providing future healthcare professionals with sound ethical training.

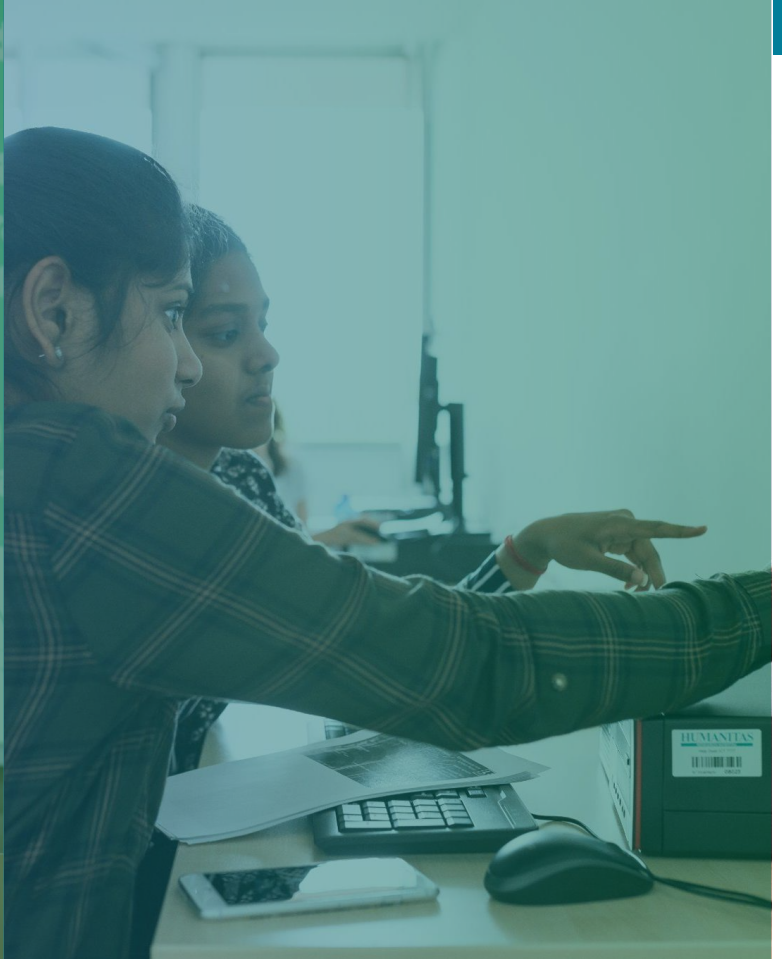
Universities bear great social and cultural responsibility as they are by definition **places of culture**, where cultural programmes are designed and implemented, and where knowledge is produced and transferred. The present five-year strategic plan envisages that **Humanitas University**, in parallel with its pursuit of significant international growth, will remain strongly rooted in the **Milan area**, and its culture. The so-called medical humanities, which focus on the ethical issues at the intersection of medical care with appropriate interpersonal relations and communication skills, will be a hallmark of our University, especially in the local community setting. Indeed, **Humanitas University** plans to activate learning pathways on ethical and cultural issues in science for its entire student community.

In some cases, social responsibility projects may prompt in-depth research, thus nurturing the **virtuous circle** between knowledge and civil society. A further, more practical, aspect of social responsibility concerns the University's commitment and potential to support and host students and academics from currently **disadvantaged international settings**, such as Ukraine and Afghanistan. In addition, the University will work to remove remaining gender inequalities, such as unequal access opportunities among persons from different social and ethnic backgrounds. This is a further means by which the University can represent a **cultural model** for the local community and society at large and become a leading player on the international stage.

FIVE-YEAR GOALS



Enhance Third Mission activities



CROSS-CUTTING STRATEGIC AREA: INTERNATIONALISATION



One of Humanitas University's driving goals for the 2023-2027 period will be to enhance its image and visibility abroad and expand its international partnerships. Internationalisation will be pursued on two fronts. First, we will seek to consolidate the University's position within its international academic framework of reference, and second, we will launch projects aimed at benefiting disadvantaged or developing areas of the world.

The **internationalisation** process will be underpinned by constant growth in partnership projects, agreements, and exchange and observation programmes. These will be aimed at training the University's faculty and **student community** with respect to the needs of our competitive and globalized society. The growth of **Humanitas University** over the next five years will be fuelled by the internationalization process and the related consolidation of the University as a **multicultural setting**.

This will require enrolling larger numbers of international students from all over the world and hiring more academic staff with significant **international experience**, given the need to further **internationalise faculty**. The University also aims to enhance its position on the international academic stage through international cooperation and partnerships, EU grants, and **mobility agreements for students**, faculty and staff. It intends to expand its network of international contacts by participating in a greater number of competitive grant schemes, including projects such as **Erasmus+**.

Humanitas University cannot remain a predominantly Italian academic player and therefore intends to enhance its international standing. To do so, the University also plans to participate in projects with developing regions, such as our ongoing cooperation with **Mtendere Hospital** in Zambia.

The internationalization process must be certified through **measurable indicators** that will make our University one of the key players in education and **scientific research** globally. It is also our aim to participate in top international ranking systems, which will require us to keep our electronic records and databases up to date at all times.



CROSS-CUTTING STRATEGIC AREA: INTERNATIONALISATION



FIVE-YEAR GOALS



1°

Recruitment and development of a Faculty with an international profile



2°

Implement international collaborations and networks



3°

Consolidate the international positioning of the University



OBJECTIVES, PERFORMANCE INDICATORS AND ACTION

Strategic Area:
EDUCATION



UNDERGRADUATES OBJECTIVES	ACTION
Expansion of degree programme catalogue	<ul style="list-style-type: none"> → Activation of new degree programmes → Creation of integrated study pathways for congruent and emerging areas (Artificial Intelligence...) → Development of study pathways dedicated to the theme of professional ethics
Quality Improvement of degree programmes	<ul style="list-style-type: none"> → Enhancement of medical humanities courses within the curricula → Cross-fertilisation of knowledge and interprofessional cooperation (e.g., co-teaching) → Inclusion of soft skills courses in the design phase of the programmes → Design and delivery of digital educational content within the degree programmes with a view to expanding programme flexibility

PERFORMANCE INDICATORS

- % of employment or post-graduate placements → maintaining employment rate one year after graduation of at least 85%
- Number of degree programmes activated → + 10%
- % of students who pass to the 2nd year of the same undergraduate or postgraduate degree programmes) having acquired at least 40 credits, in proportion to the cohort of the previous academic year → > = 85%
- % of tenured faculty belonging to a scientific disciplinary sector (SSD) → 100% on all course modules
- enrolled student/faculty ratio → + 3% of current ratio
- % student satisfaction → >= 70% of student evaluation scores >= 8
- % of digital/hybrid content → 5%
- Number of teaching hours delivered by open faculty/number of teaching hours delivered in a given academic year → + 10% of teaching hours delivered by Faculty

OBJECTIVES, PERFORMANCE INDICATORS AND ACTION

Strategic Area:
EDUCATION



POSTGRADUATES OBJECTIVES	ACTION
<p>Integrate and strengthen the residency schools study programmes</p>	<ul style="list-style-type: none"> → Establish new medical residency schools in line with the needs of the healthcare setting → Improve the network between the Group's hospitals → Develop an evaluation system for the residency schools and residents → Develop a translational approach for the PhD programmes → Define an MD-PhD training pathways to train research physicians → Improve the attractiveness of PhD programmes → Establish a PhD School → Expand networks with industry
<p>Strengthen the PhD study programmes</p>	
<p>PERFORMANCE INDICATORS</p>	

- Increase the number of accredited residency schools to a maximum of 28
- % of postgraduate student completing the evaluation questionnaires → >= to 70% response rate
- % of students with access to the first year of the study programme with a degree from a non-Italian university → at least 1/3 of PhD students with appropriate access certificates, gained abroad
- % of PhD students who have spent at least 3 months abroad → at least 1/3 of enrolled PhD students
- % of PhD students who have spent at least 6 months of their study programme in public or private institutions outside their PhD and research structures (including months spent abroad) → 1/3 of enrolled PhD students
- Number of PhD places reserved for residents enrolled in the residency schools → 5% of total number of enrollments on all PhD programmes



OBJECTIVES, PERFORMANCE INDICATORS AND ACTION

Strategic Area:
EDUCATION



PROFESSIONAL TRAINING OBJECTIVES	ACTION
Increase the Simulation Centre training pathways	→ Introduce the academies plus programme

PERFORMANCE INDICATORS

- Number of course participants → + 15% compared to 2022
- Number and type of courses offered → + 15% compared to 2022 (increased focus on Graduate Schools)



OBJECTIVES, PERFORMANCE INDICATORS AND ACTION

Strategic Area:
STUDENT EXPERIENCE



UNDERGRADUATES OBJECTIVES	ACTION
<p>Strengthen and improve the quality of services to ensure the psychosocial wellbeing of the University community with special attention being paid to students with forms of psychosocial distress</p>	<ul style="list-style-type: none"> → Strengthen the counselling service → Strengthen the student tutoring and peer mentoring project
<p>Foster the concepts of community, interaction and inclusion</p>	<ul style="list-style-type: none"> → Develop free-time and leisure activities → Improve students' digital experience → Increase the opportunities to acquire transversal language competences
PERFORMANCE INDICATORS	

- Spaces (sq. m) available for teaching/learning and research activities in proportion to students enrolled 1 year outside the prescribed study timeframe and tenured faculty of the University, → ratio not > 0.15
- % of students involved in peer mentoring activities → +10% for all degree programmes
- % of incoming orientation activities → +20% for all degree programmes
- % of outgoing orientation (placement) activities → + 10% for all degree programmes
- % of language courses delivered → + 10% of current courses provisions

OBJECTIVES, PERFORMANCE INDICATORS AND ACTION

Strategic Area:
RESEARCH



UNDERGRADUATES OBJECTIVES	ACTION
Strengthen development actions for international grant participation	<ul style="list-style-type: none"> → Facilitate collaboration with the clinical area → Participate in European Research Networks
Further technology transfer opportunities	<ul style="list-style-type: none"> → Obtain funding from commissioned research, technology transfer, and competitive funding by tenured faculty at the University
PERFORMANCE INDICATORS	

- % of grants won → +20% more than current situation by 2027
- % of European and international projects funded → +10% more compared to 2022
- % of ERCs won/attracted → +10% compared to 2022
- Faculty median value/ national median value in the upper range band of the scientific disciplinary sector (SSD) → values >=1
- VQR positioning → maintain the position obtained for VQR 15/19



OBJECTIVES, PERFORMANCE INDICATORS AND ACTION

Strategic Area:
SOCIAL RESPONSIBILITY
(THIRD MISSION)



UNDERGRADUATES OBJECTIVES	ACTION
Enhance Third Mission activities	<ul style="list-style-type: none"> → Monitor Third Mission activities → Promote science outreach activities by the faculty in the community → Strengthen the spirit of hospitality

PERFORMANCE INDICATORS

- Number of Third Mission activities carried out by faculty → + 15% compared to 2022
- Number of participants in Third Mission activities → + 15% compared to 2022
- Number of Faculty using the Third Mission activities monitoring system → + 20% compared to 2022



OBJECTIVES, PERFORMANCE INDICATORS AND ACTION

Cross-cutting Strategic Area: INTERNATIONALIZATION



UNDERGRADUATES OBJECTIVES	ACTION
<p>Faculty recruitment and development</p>	<ul style="list-style-type: none"> → Improve the recruitment of highly qualified faculty with robust overseas experience with at least 6 months abroad → Validate and update faculty KPIS periodically → Create a faculty evaluation system through the identification of measurable KPIs → Implement a training system for the Faculty
<p>Increase international agreements and networking</p>	<ul style="list-style-type: none"> → Increase international cooperations (European partnerships and European grants) → Increase International Mobility Agreements → Expand the international network → Participate in international research calls → Increase the number of agreements with other countries within the Erasmus+ programme → Increase the number of agreements with institutions and universities abroad to ensure international mobility of students, faculty and staff → Cooperate with institutions (third mission) (Bambin Gesù, CUAMM) → Set up agreements with poor and developing countries for students and Faculty
<p>Consolidate the international positioning of the University</p>	<ul style="list-style-type: none"> → Enter some of the main international rankings as a means to comparing the quality of the University's research and teaching-learning activities → Update the reference databases on time



OBJECTIVES, PERFORMANCE INDICATORS AND ACTION

Cross-cutting Strategic Area: INTERNATIONALISATION



PERFORMANCE INDICATORS

- % of teaching hours provided by permanent faculty members/No. of hours provided → $\geq 60\%$
- Ratio of enrolled students to full-time faculty members → ≤ 15
- Number of faculty members with experience abroad → +10% compared to 2022
- Number of participants in training projects proposed by the University → +20% compared to 2022
- Number of international mobility agreements → +20% compared to 2022
- % of students participating in international mobility s → 10% of total students
- % of credits earned abroad → 10% of total credits earned
- Position in international rankings → ranked in 200th position in the All Subjects category, and 150/175 in the Medicine category (THE); → ranked in the PP TOP 10% category in the top 10 positions Worldwide (Leiden)





HU
HUMANITAS
UNIVERSITY