



Strategic Plan (2017-2020)

Faculty of Veterinary (FVM)
Complutense University of Madrid
(UCM)



The FVM of the UCM has been developing a process of internal reflection for more than a decade in order to consolidate the different improvements it has undergone since the beginning of the European, National and Regional accreditations, and the implementation of Quality Assurance Systems for Teaching. This process allows presenting this document called Plan of Strategic Actions of the Faculty of Veterinary 2017-2020 (hereafter, Strategic Plan).

In this way, and in conjunction with the guidelines and objectives set by the UCM, a model of action based on strategic direction is addressed. In 2011, the current team of the FVM began to consider the need to undertake, from a lower level, an improvement strategy for our Faculty, based on the achievement of better quality standards in teaching, research and considering all the collectives that daily work in the FVM.

The document starts by explaining the Mission Statement, Vision and Values of the FVM, to continue with the SWOT analysis of the Establishment, carried out under the themes that we consider to be key elements and that must support the action plans, ending with the Strategic Formulation for the period 2017-2020.

We believe that this document and its development, along with other actions carried out at the institutional level, will also contribute to strengthening the quality culture in our Faculty, and will undoubtedly be an added value in the face of the European evaluation to which the Establishment will receive throughout the year 2017.

Madrid, December 2016



Pedro L. Lorenzo González

Dean

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BACKGROUND

The Strategic Plan is initially based on the program that the Dean of the current direction team of the FVM proposed to the Faculty Board in November 2011 (reviewed, updated and presented again at the Board in November 2015). This program contained a series of objectives and transversal lines of action, as well as specific lines for Students, Teaching and Research Staff and Administration and Services Personnel. Information can be consulted on the website: <http://veterinaria.ucm.es/plan-de-actuaciones-y-Strategys>

The reflections expressed in the above mentioned document have served as starting point to be profiled today in function of the new educational, economic and social environment in which we are and in which we hope to be in the near future, object of the current Plan.

SUMMARY of *PREVIOUS PROGRAMS OF ACTIONS* (Faculty Board, November 2011, reviewed and updated in November 2015)

Objectives

- *To consolidate the Degrees in Veterinary and in Food Science and Technology (CyTA)*
- *To improve the planning and academic organization of undergraduate and postgraduate studies*
- *To obtain the National accreditations of the Degrees (Veterinary and CyTA) and the EAEVE Accreditation*
- *To improve the development of activities at the singular structures of our Faculty: Veterinary Teaching Hospital (VTH), Teaching Farm and Food Pilot Unit (FPU)*
- *To collaborate with the VTH in order to improve the assistance, teaching and research activity*
- *To consolidate the representation of the FVM in professional and social institutions, and in academic forums*

Environmental Framework of Internal Institutional Relations

- *Our University*
- *The Departments*
- *The Faculty*

Environmental Framework of External Institutional Relations

- *The EAEVE*
- *The Spanish Conference of Veterinary Faculties*
- *The National institutions, administrations and professional associations*
- *The international relationships*

LINES OF ACTION FOR THE DIFFERENT COLLECTIVES OF THE FVM

Students

- *To Encourage the student's participation in the Establishment's management tasks*
- *To create and/or to promote different projects:*
 - *EstuVET Office*
 - *ErasmusVET Office*
 - *Mentoring Program (MENTOR-VET)*
 - *Tutoring Program (PAT-VET)*
 - *Teaching Monitoring System*
 - *Open House Day (FVM, VTH, VISAVET, Teaching Farm, etc.)*
- *To promote information policies for job search*
- *To provide logistical and economic support to the Students Associations of the FVM*
- *To improve the academic management attention*
- *To potentiate the national and international mobility*

Academic and Research Staff

- *To improve the teaching and research training*
- *To carry out a study on the actual situation of the staff needs*
- *To incorporate new teaching staff*
- *To strengthen the participation of the academic and research staff in the management and organization tasks*
- *To develop activities of continuing education*

Support staff

- *To enhance the singularity of the functions of the FVM*
- *To develop a list of specific jobs at the FVM*
- *To undertake actions aimed at continuing education and specialization*
- *To request the recognition of support staff who collaborate in teaching tasks*
- *To strengthen the participation of the support staff in the management and organization tasks*

CROSS LINES OF ACTION

Teaching

- *To strengthen the Quality Committees*
- *To establish the corresponding improvement plans for the Degrees*
- *To work in the coordination of theoretical and practical programs*
- *To implement the new PhD program*
- *To encourage and expand the offer of postgraduate and continuing training of the FVM*
- *To improve the use of Information Technology*
- *To strengthen agreements with institutions and companies*
- *To promote the participation in Educational Innovation Projects*
- *To adapt the processes of teacher evaluation (Docentia program)*
- *To advance in the FVM internationalization*

Research and Technology Transfer

- *To make known the research carried out in the FVM*

- *To promote the participation of students of Degree in scientific congresses*
- *To encourage the use of the Inves-VET research distribution list*
- *To implement the Science Days of the FVM*
- *To capture new sources of income*
- *To strengthen the Animal Ethics and Experimentation Committee of the FVM*
- *To develop the "Animal Facilities Project"*

Training and dissemination of information

- *To promote specific continuing education in the FVM*
- *To promote training and awareness of the Occupational Risk Plans*
- *To strengthen the training activities of the FVM Library*
- *To create community outreach spaces at the FVM*

Infrastructures, Security and Singular Facilities

- *To potentiate the Teaching Farm, the FPU and the relationships with the VTH*
- *To incorporate the culture of Protection and Security*
- *To strengthen the Veterinary Library and Museum*



MISSION STATEMENT, VISION AND VALUES

Mission Statement

Assuming the general objectives of the Complutense University of Madrid as their own, and having as priority lines the achievement of the standards set by the Quality Assurance System of the Faculty of Veterinary, our mission as a centre of Higher Education is:

To train professionals of quality and prestige, who seek to preserve the health of animals and the population, and the conservation of the environment.

Vision

Guide veterinary education to society demands, providing effective teaching, developing advanced research and quality community assistance.

Values

- Commitment with our students and the society in general.
- Ethical commitment with interest and respect for animal welfare and nature.
- Constant search for excellence and quality from the innovation and analysis of the needs and expectations of society.
- Teamwork, encouraging the participation of all parties to achieve common goals.
- Collaboration with our environment and with other centres and institutions at national and international level.
- Integrity, responsibility, ethics and transparency in the actions.
- Identification with the institutional values of the UCM, such as democratic participation, merit, equality and capacity.

SWOT ANALYSIS

STRENGTHS

- Long historical tradition.
- National and international reputation and prestige.
- Geographic location and transport infrastructure.
- High demand for their degrees compared to other universities.
- High degree of motivation and involvement of the teaching staff, support staff and students.
- Excellent teacher: student ratio.
- High level of synergy between students and staff that allows the integral development of students.
- High percentage of teachers with veterinary qualifications (82% of the total professors, 87% in full-time equivalents), qualified and experts in their fields of knowledge.
- High number of associate professors in practical teaching.
- Veterinary Teaching Hospital organised in services, and with European Diplomates.
- High quality intra-mural practices.
- High quality extra-mural practices related to large animal and food-animal clinics; highly valued by students.
- Well-equipped laboratories.
- Unique structures such as the Food Processing Unit, the Teaching Farm and the VISAVET Health Surveillance Centre.
- Library with an extensive bibliographical collection and specialized scientific information.
- High level of student engagement in extracurricular activities: student congress, associations, cultural activities, mentoring program.
- Excellent relationships with related institutions, administrations, livestock companies and professionals in all clinical and health areas.
- Active development of national and international exchange programs for students and teachers.
- A Quality Assurance System implemented and optimally developed.
- Use of information technologies in the training of students, academic staff and support staff.
- High number of research groups of excellence and national and international reference.
- Leadership in research resources.
- Proximity to advanced research centres and teams in all disciplines.
- Membership in the Agri-Food cluster of the Moncloa Campus of International Excellence (CEI-Moncloa).
- Participation in numerous events related to the profession.
- Social recognition at local, regional and national level.

WEAKNESSES

- Lack of autonomy in the full management of the centre.
- Financial situation of the UCM. Dependency on the endowment coming from the University, for very expensive studies.
- Insufficient budget to manage the unique infrastructures.
- Difficulty of expansion and improvement due to budget cutbacks.
- Scarce management capacity of the Faculty in University expansion projects or investments.
- Progressive increase in the average age of teachers (currently 53 years).
- Insufficient interaction between clinical and basic science Departments.
- Inadequacy and inefficiency of some infrastructures and difficulty of improvement.
- Insufficient space for the improvement of the Teaching Farm.
- Insufficient space allocated to the Food Processing Unit (FPU).
- Insufficient space for central service management areas.
- High teaching load in some areas of knowledge.
- Insufficient knowledge by the population about the work of the veterinarians.
- Deficit in internal and external communication.
- Difficulty in optimizing human resources and infrastructures for research.
- Absence of a support unit for the management of research and fundraising.



OPPORTUNITIES

- Leadership in veterinary education in Spain.
- Improvement of educational programs and their adaptation to European regulations.
- Promotion of the internationalization of the Degrees.
- Implementation of specialized clinical services.
- Increase of activity as a result of increasing numbers of pets.
- Attracting talent for teaching and research.
- Development of teacher training activities.
- Promotion of a new model of budget allocation to the Faculties in the University.
- Promotion of training for students of "cultural proximity": Latin America.
- Development of new fields of activity: aquaculture, apiculture, etc.
- Increase of the offer of permanent education in accordance with the demands of the profession and society in general.
- Promotion of the participation of the VTH, the FPU and the Teaching Farm in the improvement of the postgraduate and continuing education.
- Improvement of the connection among the Teaching Farm, the FPU and the Pathology Service of the VTH.
- Membership of the CEI-Moncloa and proximity to the Technology Park to promote collaborations with related institutions.
- Active participation in the plans of the agricultural industry (the first industrial sector of the Spanish economy)
- Improvement of the efficiency of support services.
- Enhancement of mobility actions for students and staff.
- Improvement of plans for the safety of facilities, staff and students.
- Improvement of the monitoring of the graduates employability.
- Organization of the alumni association as an instrument for managing and reinforcing the identity of the FVM.
- Increase of the offer of online and blended training.
- Improvement of the visibility of the FVM and, in general, of the veterinary profession.

THREATS

- Decrease in economic resources.
- Dependency on the distribution of funds from the University.
- Excessive centralization of decision-making in university services (teaching, research and management).
- Aging of both academic and support staff.
- Competition with other Veterinary Faculties (high number of Faculties).
- Increase in the cost of veterinary education.
- Building deterioration.
- Increase in the maintenance needs of the infrastructures: VTH, FPU, Teaching Farm, laboratories, etc.
- Reduction of the cattle inventory.
- Shortage of specialized support staff in teaching tasks.
- Situation of uncertainty with the proposal of new organization for Departments and Faculties in the UCM.



DEVELOPMENT OF THE STRATEGIC PLAN

Significant aspects to consider:

HOW IS OUR CURRENT ORGANIZATION?

- Analysis of the environment

WHERE DO WE WANT TO LEAD TO OUR FACULTY IN THE FUTURE?

- Definition of a strategic direction

STRATEGIC VISION

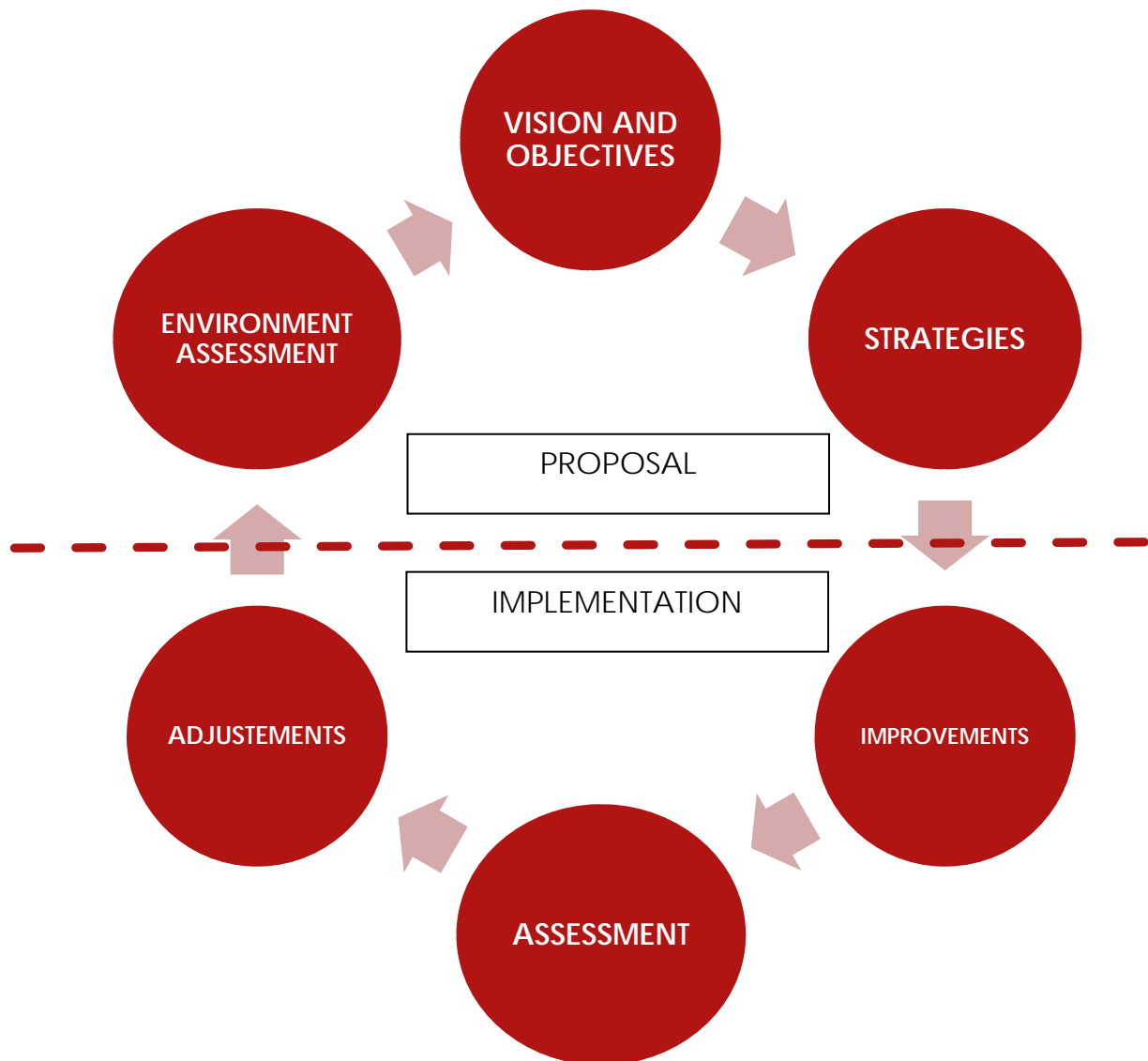
- Strategic implications
- Mission and vision
- Values and principles
- Objectives
- Collaboration between responsible commissions

HOW SHOULD WE CARRY OUT?

- Strategic training
- Tactics

HOW TO ASSESS? PLAN OF IMPLEMENTING, MONITORING AND COMMUNICATION

- Analysis plan
- Prioritization strategies
- Scheduled development of improvements
- Participation of improvement teams (Quality and Improvement Committees)
- Communication and participation of all levels of the Establishment in the improvement and redefinition of objectives



Development of the STRATEGIC PLAN

- EVALUATION AND IDENTIFICATION OF PRIORITY OBJECTIVES
- ASSIGNATION OF COMMITTEES TO ASSESS IMPROVEMENTS
 - IMPLEMENTATION OF STRATEGIC LINES
 - ASSESSMENT OF IMPROVEMENTS
- CONNECT WITH OTHER IMPROVEMENT PLANS (UNIVERSITY, COMMUNITY, STATE)
 - PLAN ADJUSTMENT: MONITORING PROGRESS
 - PLAN ADJUSTMENT: COMMUNICATION OF RESULTS
- PLAN ADJUSTMENT: REASSESSMENT AND REDEFINITION OF OBJECTIVES

STRATEGIC THEMES AND OBJECTIVES

TEACHING

- To review the learning programmes in the adaptation of the Degrees to the European Higher Education Area
- To educate leaders in the veterinary profession (public health, clinical practice, animal production, food safety, environment, administration)
- To improve human and material resources
- To prepare the FVM for national accreditations
- To prepare the FVM for the EAEVE accreditation

RESEARCH

- To increase research activities
- To improve research infrastructures
- To lead quality research

MANAGEMENT AND SUPPORT SERVICES

- To ensure improvements in the infrastructures and sufficient, sustainable and sustained funding in future
- To promote an integral improvement of the management and services of the FVM
- To promote the welfare of staff and students

SOCIAL IMPACT

- To advance in animal health and welfare, and public health, as well as the conservation of the environment
- To increase the awareness of the professional activities of the Veterinarian and the FVM
- To build solid partnerships in the field of veterinary education and agri-food with other faculties, and public and private institutions

Strategic Theme 1: Teaching

Objective 1.1. Review of the learning programmes in the adaptation of the Degrees to the European Higher Education Area

Strategy 1.1.1. Review of syllabus

Actions:	Responsible	Period
1.1.1.1. Reactivation of the Committees of Coordination of Degree studies	Faculty Council	2017-18
1.1.1.2. Guarantee of a wide participation of the academic staff, through procedures approved by the Faculty Council	Faculty Council	2017-18

Strategy 1.1.2. Promotion of the improvement of teaching-learning processes

Actions:	Responsible	Period
1.1.2.1. Preparation and development of a specific training plan for academic staff of the FVM	Vice Dean Academic Staff/Vice dean Quality/ Dean Office	2017-18

Strategy 1.1.3. Encouragement of horizontal and vertical coordination of subject contents

Actions:	Responsible	Period
1.1.3.1. Establishment of specific meetings to share the content of the subjects and promotion of coordination.	Vice dean Coordination	2017

Strategy 1.1.4. Development of practical training

Actions:	Responsible	Period
1.1.4.1. Redefinition of the size of practice group for each type of practice, according to objective criteria.	Vice dean Coordination/ Faculty Council	2017
1.1.4.1. Definition of size of groups and adequate development of training in the Rotations	Vice dean Coordination/ Faculty Council	2017
1.1.4.2. Review of the implementation of Diploma Thesis (TFG)	Faculty Council	2017-20

Strategy 1.1.5. Promotion of official postgraduate studies

Actions:	Responsible	Period
1.1.5.1. Promotion of Master and PhD studies of high quality in the different areas of Veterinary Sciences	Vice Dean Postgraduate/Faculty Council	2017

Strategy 1.1.6. Promotion of the internationalization of Degrees

Actions:	Responsible	Period
1.1.6.1. Promotion of mobility actions, communication in English, international visibility of study offer, and training for	Dean Office/Faculty Council	2017-20

academic and support staff for this purpose		
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Objective 1.2. Education of leaders in the veterinary profession (public health, clinical practice, animal production, food safety, environment, administration)

Strategy 1.2.1. Approach of the professional reality to the FVM		
Actions:	Responsible	Period
1.2.1.1. Implementation of the External Consultative Council.	Dean Office	2017
Strategy 1.2.2. Promotion of the continuing education		
Actions:	Responsible	Period
1.2.2.1. Development of a continuing education program in collaboration with agencies and entities.	Vice Dean Postgraduate/Dean Office	2017-20

Objective 1.3. Improvement of human and material resources

Strategy 1.3.1. Improvement of human resources (academic staff)		
Actions:	Responsible	Period
1.3.1.1. Support to the requests of the Departments with imbalances of staff. Consolidation of temporary staff	Dean Office	2017-20
1.3.1.2. Increase of staff linked to practical and assistance training	Dean Office	2017-20
1.3.1.3. Recognition of teaching work in assistance tasks (VTH, Teaching Farm)	Dean Office	2017-20
Strategy 1.3.2. Improvement of human resources (support staff)		
Actions:	Responsible	Period
1.3.2.1. Preparation of a report of support staff needs adapted to the curriculum.	Faculty Council/ Management	2017-18
1.3.2.2. Consolidation of temporary staff	Faculty Council/Management	2017-20
1.3.2.3. Strengthening of support staff training	Faculty Council/ Management	2016-18
Strategy 1.3.3. Improvement of teaching facilities (including VTH, FUP and Teaching Farm)		
Actions:	Responsible	Period
1.3.3.1. Extension, adaptation and reorganization of teaching spaces.	Teaching Farm Committee / Faculty Council	2017-18
1.3.3.2. Improvement of the budget for teaching facilities	Faculty Council	2017-20

1.3.3.3. Removal of architectural barriers and improvement of the implementation of measures against risks	Dean Office/Management	2017
Objective 1.4. Preparation of the FVM for the National Accreditation		
<i>Strategy 1.4.1. Preparation of the FVM for the National Accreditation</i>		
Actions:	Responsible	Period
1.4.1.1. Preparation of Self-Evaluation Report	Committee for Quality Assessment and Improvement	2017
1.4.1.2 Approval of Self-evaluation Report	Faculty Council	2017
Objective 1.5. Preparation of the FVM for the EAEVE Accreditation		
<i>Strategy 1.5.1. Preparation of the FVM Documentation for the EAEVE Accreditation</i>		
Actions:	Responsible	Period
1.5.1.1 Preparation of Self-Evaluation Report	Committee EAEVE	2017
1.5.1.2 Approval of Self-evaluation Report and remission to the Visitation Team	Faculty Council	2017
1.5.1.3 Approval of a common presentation template for the different units	Faculty Council	2017
<i>Strategy 1.5.2. Institutional support for the visits</i>		
Actions:	Responsible	Period
1.5.2.1 Implication of the Rector's Office in the processes of evaluation	Dean Office	2017

Strategic Theme 2: Research

Objective 2.1. Increase of the research activities

Strategy 2.1.1. Increased internal knowledge of the FVM research activities in order to promote the collaboration among different research groups

Actions:	Responsible	Period
2.1.1.1. Preparation and publication of documents that include the main lines of research of the FVM and Research Groups	Vice Dean Research	2017
2.1.1.2. Promotion of activities to disseminate the research activity	Vice Dean Research/ Departments	2017
2.1.1.3. Involvement of students in cross-cutting collaborative research activities	Vice Dean Research/ Departments	2017

Objective 2.2. Improvement of research infrastructures

Strategy 2.2.1. Creation and development of infrastructures for research

Actions:	Responsible	Period
2.2.1.1. Development of a list of infrastructures and enhancement for common use	Dean Office/ Management	2017
2.2.1.2. Development of electronic tools to improve the application and management of projects	Vice Dean Research	2017-18
2.2.1.3. Support for research carried out in the singular structures of the FVM	Vice Dean Research/ Faculty Council	2017

Objective 2.3. Leadership for a quality research

Strategy 2.3.1. Fundraising

Actions:	Responsible	Period
2.3.1.1 Promotion of participation of research groups in calls for funding and talent	Vice Dean Research/ Departments	2017-20
2.3.1.2 Promotion of participation in programs of infrastructure acquisition	Vice Dean Research/ Departments	2017-20
2.3.1.3. Development of protocols to improve collaboration with external agencies	Vice Dean Research/ Departments	2017-20

2.3.1.4. Development of strategies to promote the transfer of results to society	Vice Dean Research/ Departments	2017-20
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Strategic Theme 3: Management and Support Services

Objective 3.1. Guarantee of improvements in the infrastructures and sufficient, sustainable and sustained funding in future

Strategy 3.1.1. Increased and sustained budget revenue

Actions:	Responsible	Period
3.1.1.1. Request to the academic authorities more funding due to the peculiarities of the studies in Veterinary Sciences	Dean Office	2017
3.1.1.2. Encouragement of the revision of the system of economic division between Faculties	Dean Office	2017
3.1.1.3. Development of sustainable financing systems for the VTH, Teaching Farm and FPU	VTH/ Dean Office	2017-20

Strategy 3.1.2. Improvement of marketing and public relation skills

Actions:	Responsible	Period
3.1.2.1. Improvement of internal communication, transparency and collaboration between administrative structures	Dean Office/ Management	2017
3.1.2.2. Improvement and standardization of logos and corporate images of the FVM	Dean Office/ Management	2017
3.1.2.3. Promotion of the public recognition of the VTH, Teaching Farm and FPU	Dean Office/ Management	2017-20
3.1.2.4. Participation of experts in communication and social networks to improve the visualization of activities	Dean Office/ Management	2017

Strategy 3.1.3. Optimization of organizational structures

Actions:	Responsible	Period
3.1.3.1. Request of optimization and rationalization of organizational structures	Dean Office/ Management	2017

Objective 3.2. Promotion of an integral improvement of the FVM management and services

Strategy 3.2.1. Increase of quality commitment

Actions:	Responsible	Period
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3.2.1.1. Reinforcement of the Internal System of Quality Assessment	Vice dean Quality	2017-20
3.2.1.2. Preparation of service satisfaction surveys	Committee for Quality Assessment and Improvement	2017-20
3.2.1.3. Promotion of participation in Docentia-program (Assessment of teaching quality program)	Committee for Quality Assessment and Improvement /Vice dean Quality	2017-20
Objective 3.3. Promotion of welfare of staff and students		
<i>Strategy 3.3.1. Establishment of programs to improve the welfare of staff and students</i>		
Actions:	Responsible	Period
3.3.1.1. Training of students in risk protection and biosafety	Dean Office/Management	2017-20
3.3.1.2. Training of staff in risk protection and biosafety	Dean Office/Management	2017-20

Strategic Theme 4: Social impact

Objective 4.1. Advance in animal health and welfare, and public health, as well as the conservation of the environment

Strategy 4.1.1. Dissemination of the role of veterinarians in animal health and welfare, and public health, as well as the conservation of the environment

Actions:	Responsible	Period
4.1.1.1. Training of students in animal welfare	Dean Office	2017-20
4.1.1.2. Organization of congresses and seminars on contents of importance (public health, food safety)	Dean Office/ Management/ Departments	2017-20

Objective 4.2. Increased awareness of the professional activities of the Veterinarian and the FVM

Strategy 4.2.1. Promotion of joint actions with the Official College of Veterinarians and Professional Associations

Actions:	Responsible	Period
4.2.1.1 Promotion of joint actions with the Official College of Veterinarians and Professional Associations	Dean Office	2017-20

Strategy 4.2.2. Promotion of activities organised at the FVM

Actions:	Responsible	Period
4.2.2.1. Promotion of the activities in the media.	Dean Office/ Departments	2017-20
4.2.2.2 Increased presence in the Social Communication Networks	Dean Office/ Management	2017-20
4.2.2.3. Development of sports activities, photography contests, short stories competitions, open days, etc.	Vice Dean Students	2017-20
4.2.2.4. Presence of the FVM in events, student congresses, etc. Website Improvement	Dean Office	2017-20

Objective 4.3. Creation of solid partnerships in the field of veterinary education and agri-food with other faculties, and public and private institutions

Strategy 4.3.1. Collaboration in veterinary actions

Actions:	Responsible	Period
4.3.1.1. Active participation in all decisions concerning the health and animal welfare of the UCM and environment,	VTH/ Dean Office	2017-20

being the only Faculty of Veterinary		
4.3.1.2. Participation in decisions about number of students admitted	Dean Office	2017-20
4.3.1.3. Participation in global initiatives on "One Health Initiative," "Farm-to-Table" and "Antimicrobial Resistance"	Dean Office	2017-20
<i>Strategy 4.3.2. Collaborations with livestock and agriculture institutions and industry</i>		
Actions:	Responsible	Period
4.3.2.1. Enhancement of activities of the Spanish Conference of Veterinary Faculties	Dean Office	2017-20
4.3.2.2 Participation in Scientific Societies and Institutions Committees	Dean Office	20117-20
4.3.2.2 Monitoring of the graduates employability	Dean Office	2017-20

PRIORITIZATION OF STRATEGIES FOR IMPLEMENTATION

STRATEGY	Implementation
1.1.1. Review of syllabus	Immediate
1.1.2. Promotion of the improvement of teaching-learning processes	Mid-Term
1.1.3. Encouragement of horizontal and vertical coordination of subject contents	Immediate
1.1.4. Development of practical training	Mid-Term
1.1.5. Promotion of official postgraduate studies	Immediate
1.2.1. Approach of the FVM to the professional reality	Mid-Term
1.2.2. Promotion of the continuing education	Mid-Term
1.3.1. Increase of human resources (academic staff)	Mid-Term
1.3.2. Increase of human resources (support staff)	Mid-Term
1.3.3. Improvement of teaching facilities (including VTH, FUP and Teaching Farm)	Immediate
1.4.1. Preparation of the FVM for the National Accreditations	Immediate
1.5.1. Preparation of the FVM Documentation for the EAEVE Accreditation	Immediate
1.5.2. Institutional support for the visits	Immediate
2.1.1. Increased internal knowledge of the FVM research activities in order to promote the collaboration among different research groups	Mid-Term
2.2.1. Creation and development of infrastructures for research	Long-Term
2.3.1. Fundraising	Long-Term
3.1.1. Increased and sustained budget revenue	Mid-Term
3.1.2. Improvement of marketing and public relations skills	Mid-Term
3.1.3. Optimization of organizational structures	Long-Term
3.2.1. Increase of compromise with quality	Mid-Term
3.3.1. Establishment of programs to improve the welfare of staff and students	Immediate
4.1.1. Dissemination of the role of veterinarians in animal health and welfare, and public health, as well as the conservation of the environment	Long-Term
4.2.1. Promotion of joint actions with the Official College of Veterinarians and Professional Associations	Long-Term
4.2.2. Promotion of activities organized in the FVM	Immediate
4.3.1. Collaboration in veterinary actions	Mid-Term
4.3.2. Collaborations with livestock and agriculture institutions and industry	Long-Term

Immediate: implementing or starting in a period lower than 6 months

Mid-Term: between 6 and 12 months

Long-Term: over one year

MEASURABLE EXAMPLES

OBJECTIVE	MEASURABLE Examples
Education of leaders in the veterinary profession (public health, clinical practice, animal production, food safety, environment, administration)	Student Satisfaction Surveys Contracts and employability
Improvement of human resources	Staff Satisfaction Surveys Number of candidates for teaching and research positions
Preparation of the FVM for the National Accreditation	Achievement of evaluation objectives
Preparation of the FVM for the EAEVE Accreditation	Achievement of evaluation objectives
Leadership for a quality research	Number of research projects Number of scientific publications (Q1) Patents, research contracts
Guarantee of improvements in the infrastructures and sufficient, sustainable and sustained funding in future	Increase in funding Sustainable infrastructure improvement plans
Promotion of an integral improvement of the FVM management and services	Achievement of objectives
Increased awareness of the professional activities of the Veterinarian and the FVM	Mentions in the media Number of invitations to presentations External improvement programs
Creation of solid partnerships in the field of veterinary education and agri-food with other faculties, and public and private institutions	Number of agreements Number of event invitations