

**Faculty of Veterinary Medicine
University of Veterinary Sciences Brno**

**Strategic Plan
Faculty of Veterinary Medicine VETUNI
for the period from 2021 to 2030**



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1. INTRODUCTION

The strategic plan of the Faculty of Veterinary Medicine (FVM) of the University of Veterinary Sciences Brno for the period 2021 to 2030 represents the basic conceptual document of the faculty, which sets the strategy and main development priorities of the faculty.

The strategic plan of the FVM for the period 2021 to 2030 is drawn up following the Strategic Plan of the University of Veterinary Sciences Brno for the period 2021 to 2030. It is based on the legislative framework given in particular by Act No. 111/1998 Coll., on universities and on the amendment and addition of other laws (Act on higher education institutions), as amended (hereinafter referred to as the "Act on Higher Education Institutions"), and further from Government Regulation No. 275/2016 Coll., on areas of education in higher education and Government Regulation No. 274/2016 Coll., on standards for accreditation in higher education. The strategic plan is based on other legal regulations governing the conditions for creative activities, in particular Act No. 130/2002 Coll., on the support of research, experimental development, and innovation from public funds and the amendment of some related laws, as amended. In a professional position, the Strategic Plan is based mainly on Act No. 166/1999 Coll., on veterinary care, and the amendment of related laws, as amended.

At the level of transnational regulation, the Strategic Plan is based on European Parliament and Council Directive No. 36/2005/EC, on the recognition of professional qualifications, as amended, regulating specific regulated requirements for the education of veterinarians. It is also based on the directive regulating international quality standards in higher education (Standards and Guidelines for Quality Assurance in the European Higher Education Area) from 2015, and a document of the European Association of Veterinary Faculties and Universities (European Association of Establishments for Veterinary Education - EAEVE), including the Standard Operating Procedures for International Accreditation of Veterinary Education (SOP EAEVE), as last updated in 2019. It also builds on the results of international evaluations of veterinary education at the university from 1995, 2002, 2004, and 2013, containing assessments and recommendations for further development of veterinary education at the faculty.

At the national level, the Strategic Plan follows the results of the university's institutional accreditation carried out by the National Accreditation Office for Higher Education in 2019, by which the university received institutional accreditation for the field of education Veterinary medicine, Veterinary hygiene for undergraduate and doctoral study programs for 10 years, and the results of the accreditation of fields for the habilitation procedure and the procedure for appointment as a professor granted by the National Accreditation Office for Higher Education in 2020.

The strategic plan follows on from the Long-term/Strategic plan for educational and scientific, research, development and innovation, and other creative activities of the FVM of the University of Veterinary and Pharmaceutical Sciences Brno for the period 2016 to 2020 and individual updates of this long-term plan for the years 2016, 2017, 2018, 2019 and 2020.

2. VISION

The vision of FVM is following the vision of the University of Veterinary Sciences Brno (hereinafter also VETUNI) to preserve knowledge and develop university education at the level of master's and doctoral study programs and lifelong education in the field of veterinary education in the sense of increasing the quality of educational activities and fulfilling international standards of university education, developing creative thinking and to acquire new knowledge of veterinary creative activity at the highest level of current scientific knowledge, to carry out professional veterinary and other activities to fulfill the professional role of an excellent professional veterinary workplace in relation to the public and the whole society, to implement a wide internationalization of education and creative activities that strengthen transnational knowledge, understanding and deepening of quality in the international higher education space.

The vision of FVM, in accordance with the vision at the university level, is a quality veterinary university with a transnational focus, internationally open, developing positive trends in higher education and creative activities, connecting the community of students and academic staff, cooperating with the professional, professional and lay public, promoting academic freedom and the academic environment at the university, developing on the principle of self-evaluation and internal and external feedback in the process of its development, aware of its importance for the prosperity of society, strengthening people's health, for the protection of animal health and the treatment of their diseases, for the safety of food, for the development of humanity concerning animals and for the further cultivation of the social environment within the framework of the development of society.

3. MISSION

The mission of the Faculty of Veterinary Medicine is to carry out university education, scientific, research, innovation and other creative activities, fulfill the role of social action, ensure lifelong education, carry out professional activities in the field of veterinary medicine and carry out other activities fulfilling the mission of FVM as an academic institution.

4. STRATEGIC GOALS

The strategic goals of FVM for the period 2021 until 2030 are to develop the position of the faculty as an internationally recognized university institution with a specific professional focus on veterinary medicine - providing high-quality education, implementing excellent science, research and other creative activities, carrying out professional activities at the highest level, fulfilling the role of FVM's social action and acting as an internationally open educational institution and as an institution cooperating with professional practice, asserting itself in the national and European higher education space, possessing an academic environment and values, using knowledge-based qualified management and effective financing, and modernizing its construction, technological and equipment facilities to a level corresponding to current requirements for similar university institutions in developed countries, with a strategic goal in the area of:

- a) quality assurance – to fulfill the responsibility for the quality of education, creative activities and other related activities, the implementation and further improvement of the system of assurance and internal evaluation of the quality of activities,
- b) education - to be a prestigious educational institution providing a very high level of education in the field of veterinary medicine, namely at the level of master's and doctoral study programs and lifelong education programs with a high level of quality, diversity, availability, internationalization and relevance,
- c) creative activities (scientific, research, development, innovation and other creative activities) – to be a research educational institution focusing on issues in which it achieves unique results, to support excellent research activities based on international projects and grants and to create conditions for research in other issues corresponding to the needs of society and the modern development of knowledge to create new knowledge and its application for society at a level comparable to other important university and research European and world workplaces,
- d) professional activities - to carry out veterinary activities at the highest professional level, creating a quality center for these activities at the faculty for professionals and other members of the public, in the field of cooperation with practice, to provide practice with professional services at a high professional level, to use opportunities for mutual cooperation in joint activities with partners, involve experts from practice in the activities of the faculty, in the area of fulfilling social responsibility, spread the knowledge of their professional focus and general social values, and thus cultivate the regional, national and international social environment,
- e) internationalization – act as an open educational institution with students taught in the Czech language, taught in an English study program with a high number of foreign students, expanding opportunities for mobility to and from abroad for students and academic staff, active in international organizations, cooperating with selected international entities in the field of education, research and professional activities and strengthening their credit within the European higher education sector,
- f) human resources – improve the professional level and activities of workers, improve the conditions for their work at FVM and increase their motivation to improve the activities performed,
- g) internal regulations and standards – to support the improvement of the legal environment at the faculty and the university with a system of setting rights, obligations and conditions of activities, a system of new or amended internal regulations and standards following on from generally binding legal regulations,
- h) spatial, instrumental, material, informational and administrative provision of activities – to support their development to a level corresponding to the level of similarly focused veterinary faculties or universities in developed European countries,
- i) financing - relying on Europe's traditionally strong share of state funds, using current and new financing options for university activities with a gradual increase in the share of non-state funds for the further development of the university, applying the principles of justice and solidarity in the financing of individual parts of the faculty, the effectiveness of financing activities, transparency economic procedures based on principles and rules recognized by the university, in the financing of education to strengthen the improvement of the quality of education, in the field of financing creative activities to strengthen the financing of successful workplaces and workers, in the field of financing professional activities to strengthen workplaces that receive these funds, in the field of modernization of construction, technological and equipment background to continue the further completion of the spatial and technological background of the faculty and the renewal and addition of modern equipment enabling education, creative activity, professional activity and social the performance of the faculty at a high level of quality,

j) management of the faculty - apply priorities based on conceptual continuity, transparent procedures based on objective data and respecting organizationally structured and personnel justice and legal qualification, develop the principles of academic freedom, academic self-government and the university environment,

k) promotion and marketing - to support the building of positive media credit for FVM, to support professional and lay public interest in FVM and the results of its activities, to support the belonging of students, graduates and employees with the faculty, to support interest in the history and traditions, the present of the faculty and its potential for action in the next period.

4. 1. QUALITY SYSTEM DEVELOPMENT STRATEGY

Strategic intent

Implementation and improvement of the quality assurance and internal evaluation system to maintain and increase the quality of educational and creative activities and related activities at the university.

Measures

a) development of the system of quality assurance and internal evaluation at the faculty,

b) updating the rules of the system of ensuring and internal evaluation of the quality of educational and creative activities and related activities at the university in line with transnational and national quality standards of higher education as well as specific quality standards in veterinary education,

c) amendment of the quality system at the level of internal regulations and standards governing the assurance and evaluation of the quality of activities, in particular, the amendment of the following documents

- Rules for ensuring the quality of educational, creative and related activities and internal evaluation of the quality of educational, creative and related activities of VETUNI (internal regulation),

- A set of requirements and performance indicators for VETUNI activities (internal standard),

- Study and examination regulations in bachelor's and master's study programs (internal regulation),

- VETUNI Lifelong Education Order (internal regulation),

- Evaluation of study programs, their compilation, requirements for them and their control (internal standard),

- VETUNI Internal Education Agency (IVA) (internal standard),

- Assessment of teaching by students (internal standard),

- Evaluation of study programs by graduates (internal standard),

- The procedure for assessing study programs as part of their internal accreditation at VETUNI (internal standard),

- Evaluation of creative activity (internal standard),

- VETUNI Internal Grant Agency (IGA) (internal standard),

- Internal creative agency VETUNI (ITA) (internal standard),

- VETUNI Internal Mobility Agency (IMA) (internal standard),

- Rules of the selection procedure for filling the positions of academic staff and other employees of VETUNI (internal regulation),

- Internal wage regulation (internal regulation),

- Requirements for applicants for the habilitation procedure and the procedure for appointment as a professor (internal standard),

- Procedure for the habilitation procedure and the procedure for appointment as a VETUNI professor (internal regulation),
- Evaluation of academic and non-academic staff (internal standard),

d) strengthening the organizational structure at the faculty for ensuring and internal evaluation of educational and creative activities and related activities at the university,

e) support of the faculty workplace for coordination and strategy in the provision and internal evaluation of educational and creative activities and related activities at the university,

f) cooperation on raising the level of conditions for the activities of the Council for Internal Quality Assessment in its accreditation activities and in its management, approval, coordination and administrative activities in the area of rules for ensuring and internal assessment of the quality of university activities, in the area of setting requirements and performance indicators at the university, in the area of assessing the level of quality of activities at the university, in the evaluation of the quality of activities at the university and in its other activities resulting from legal regulations or its mission,

g) deepening the provision of internal evaluation of the quality of educational, creative activities, professional activities and internationalization in the sense of determining quality requirements, fulfilling quality requirements, monitoring the fulfillment of quality requirements and taking ongoing measures, and further internal quality evaluation in the sense of determining evaluation parameters, evaluating the fulfillment of set parameters, the overall evaluation of the fulfillment of quality requirements and the adoption of measures in the event of detection of deficiencies within the framework of the internal quality assessment,

h) provision of spatial, operational, material, personnel and financial background for the implementation of the system of ensuring and internal evaluation of the quality of educational and creative activities and related activities at the faculty,

i) implementation of internal quality assessment using assessment according to modern procedures of internal quality assessment,

j) preference within the internal evaluation of the quality of activities at the faculty, orientation towards the actual performance of the faculty,

k) improving the system of ensuring and internal evaluation of the quality of educational and creative activities and related activities at the faculty and university by deepening the involvement in the system of students, graduates, workers, external partners of the university, and the possibility of possible comparison with other comparable institutions, including foreign institutions.

4. 2. EDUCATION STRATEGY

4.2.1. Undergraduate education

Master's study program Veterinary Medicine/Veterinary Medicine

Strategic plan

To conduct university education at a high level by implementing the master's study program (hereafter MSP) Veterinární lékařství/Veterinary Medicine. Implement the study program and its changes so that its graduate acquires competencies in the entire spectrum of the veterinary profession at a level corresponding to the requirements of EU directives, the Act on Veterinary Care and its implementing regulations, the requirements for international accreditation of veterinary

study programs and the requirements set by the European Association of Veterinary Faculties and Universities (EAEVE) and requirements resulting from the traditions and experience of the faculty.

Measures

a) fulfillment of accreditation conditions and standards of higher education and specific standards for veterinary education for the master's study program – Veterinary Medicine (Veterinary Medicine),

b) develop a plan for the strategic development of education in the MSP Veterinary Medicine, including a SWOT analysis highlighting the specifics FVM and its veterinary study program,

c) develop a quality system for educational and related activities in relation to the veterinary study program, to strengthen the quality system and its provision in personnel, to implement a quality system at FVM in relation to the veterinary study program, up to individual workplaces with an emphasis on the feedback mechanisms of the system,

d) MSP Veterinární lékařství/Veterinary Medicine at the university to coordinate through the University's Council for Veterinary Education to ensure the quality of the study program and its implementation, at the faculty to coordinate the veterinary study program through the faculty Committee for Veterinary Education,

e) complete the ongoing update of MSP, in the next period to organize the study program and its changes so that they correspond to Directive 36/2005/EC as amended, especially in accordance with Directive 55/2013/EU and to include, to the extent necessary,

- subjects of basic sciences,
- subjects of preclinical sciences,
- clinical subjects focusing on pets,
- clinical subjects focusing on farm animals,
- subjects of food safety and quality,
- subjects of professional knowledge,

and to create a single, logically arranged whole, with subject connections,

f) complete the ongoing update of Day One Competences so that they correspond to current requirements and trends (compliance with current EAEVE standards), strengthening the One Health concept in the teaching of the subjects of infectious diseases, microbiology and veterinary care,

g) organize the study program in such a way that it sufficiently includes theoretical teaching, seminar teaching, practical non-clinical teaching (anatomical, pathomorphological, laboratory, practical teaching on healthy animals, etc.), practical clinical teaching, another teaching (e.g. in external operations and devices, etc.)

h) implement the study program in such a way that the teaching includes different levels and methods of teaching, including theoretical teaching, practical teaching on preparations, simulation teaching on models, teaching on healthy animals, the teaching of individual topics on clinical cases, teaching of complex patient care with the relevant diagnosis (outpatient examination, use of imaging methods, specialized clinical examination and treatment procedures, laboratory examination, outpatient treatment, emergency procedures, hospital treatment, etc.), teaching veterinary care for specific groups of patients and teaching veterinary care management for herds, flocks and other larger groups animals,

i) include intramural training in the study program, where the student is taught in the teaching facilities of the faculty or university under the direct supervision of a person who is an academic

worker and thus acquires practical skills under the guidance of an academic worker at the faculty in direct teaching,

j) include external practical teaching (extramural training) in the study program, where the student is taught in practice under the direct supervision of a person who is an academic worker and thus acquires practical skills under the guidance of an academic worker directly in practice,

k) include external practical training in the study program, where the student carries out practical work under the direct supervision of a person who is not an academic worker, and thus acquires practical skills directly in the conditions of operation of the practice, of which he keeps written records, and to complete a more detailed system of content, assessment and evaluation of internships and create a system of contracts with partners enabling the performance of internships by students.

l) prevention of plagiarism and other similar undesirable activities during master's education

Teaching premises, equipment, operations and systems for veterinary education

Strategic intent

To create the conditions and learning environment corresponding to the needs of quality veterinary education and training of future veterinarians.

Measures

a) operate lecture halls and seminar rooms with a high standard of equipment with multimedia technology enabling high-quality theoretical teaching for the needs of large teaching groups of students,

b) operate computer training rooms with a sufficient number of computers with appropriate software equipment,

c) laboratories and operation in laboratories (microscopic, chemical, zoological, biochemical, pathophysiological, pathohistological, microbiological, parasitological, molecular biological, toxicological, food hygiene and sensory, and others) to be modernized and implemented in a capacity that enables adequate practical teaching so that laboratory the teaching provided the opportunity to acquire sufficient practical experience and skills for each student,

d) organize dissection rooms and their operations in such a way that each student acquires adequate dissection skills and pathomorphological and pathohistological experience,

e) establish and operate a clinical teaching simulation center to create a background for teaching on artificial or inanimate models prior to clinical teaching on animals,

f) currently equip and operate clinics at the level of the most modern technologies and modern procedures of diagnosis, therapy and prevention providing clinical veterinary care to clients as a teaching facility with a focus on diseases of dogs and cats, with a focus on diseases of birds, reptiles and small mammals, with a focus on diseases horses and with a focus on diseases of ruminants and swines, to create a background for teaching individual issues of clinical veterinary care,

g) provide care to patients at the level of ambulatory care, specialized care using special diagnostics using imaging methods, endoscopy, and specialized diagnostic procedures, at the level of medical internal procedures, surgical and orthopedic operations, obstetric and other specialized treatment,

procedures using anesthesia, on at the level of acute and trauma care, hospitalization care, namely to create a background for teaching at the level of a comprehensive approach to patients,

h) implement the emergency operation of clinics (emergency service 24/7) for dogs and cats, birds, reptiles and small mammals and for horses, and provide emergency service on call for cattle and swines, to create a background for teaching emergency veterinary care,

i) equip and operate mobile clinics for large animals (for cattle, swines and horses) and for small animals (dogs and cats, and possibly birds, reptiles and small mammals) to teach veterinary medicine and manage the health of animal herds in the field practice in farms animals,

j) retrofit and operate a clinical diagnostic laboratory for small animals and a clinical diagnostic laboratory for large animals, to create a background for teaching clinical laboratory medicine and clinical pathology on real clinical cases,

k) to modernize and operate facilities for the isolation and quarantine of large animals, and to operate facilities for the isolation and quarantine of small animals in such a way that, in the event of the occurrence of an infectious communicable disease, this facility enables the proper care of animals without the risk of the spread of infectious agents of the disease to other animals, persons or on equipment and objects,

l) to modernize and operate facilities for breeding farm animals at the SZP, facilities for placing animals in clinics and other areas of the faculty, facilities for experimental animals at the faculty and treat animals in accordance with the conditions for the protection of animals against cruelty and the requirements for good living conditions for animals,

Animals, clinical cases and material of animal origin for veterinary teaching

Strategic intent

Ensuring a sufficient number and range of healthy animals, clinical cases, dead animals and biological material to enable adequate practical training for students.

Measures

a) ensuring a sufficient number of samples of biological material for the teaching of basic subjects,

b) ensuring a sufficient number of specimens for the teaching of anatomy and histology,

c) ensuring a sufficient number of specimens for teaching pathological morphology and pathohistology,

d) ensuring a sufficient number of samples for teaching microbiology and parasitology

e) ensuring a sufficient number of samples, models and real cases for laboratory teaching of preclinical subjects,

f) ensuring a sufficient number of live animals for student teaching held under the direct supervision of academic staff,

g) ensuring a sufficient number of clinical cases of pet dogs and cats at the Clinic for Diseases of Dogs and Cats for clinical teaching of students held under the direct supervision of academic staff,

h) ensuring a sufficient number of clinical cases of pet birds, reptiles and small mammals at the Clinic of Diseases of Birds, Reptiles and Small Mammals for clinical teaching of students held under the direct supervision of academic staff,

- i) ensuring a sufficient number of clinical cases of horses at the Clinic of Equine Diseases for the clinical teaching of students conducted under the direct supervision of academic staff,
- j) ensuring a sufficient number of clinical cases of ruminants and swines at the Clinic of Diseases of Ruminants and Swine for clinical teaching of students held under the direct supervision of academic staff,
- k) provision of a database of clinical cases of diseases of dogs and cats and other pets treated at the faculty's clinical workplaces accessible to students for their study activities,
- l) ensuring a sufficient number of clinical cases of dogs and cats treated extramurally for the clinical teaching of students held under the direct supervision of academic staff,
- m) ensuring a sufficient number of clinical cases of horses treated extramurally for the clinical teaching of students held under the direct supervision of academic staff,
- n) ensuring a sufficient number of clinical cases of ruminants and swine treated extramurally for clinical teaching of students held under the direct supervision of academic staff,
- o) provision of a database of clinical cases of diseases of horses, cattle and swines treated at the university clinic accessible to students for their study activities,
- p) ensuring access to a sufficient number of herds of ruminants and swines for clinical teaching of students held under the direct supervision of academic staff,
- q) ensuring access to a sufficient number of breeding and breeding units of poultry, rabbits, fish and bees for clinical teaching of students held under the direct supervision of academic staff,
- r) ensuring a sufficient number of dog and cat cadavers for teaching pathology conducted under the direct supervision of academic staff,
- s) ensuring a sufficient number of cadavers of birds, reptiles and small mammals for teaching pathology held under the direct supervision of academic staff,
- t) ensuring a sufficient number of horse cadavers for teaching pathology held under the direct supervision of academic staff,
- u) ensuring a sufficient number of ruminant and swine cadavers for teaching pathology conducted under the direct supervision of academic staff,
- v) ensuring a sufficient number of clinical laboratory samples for the teaching of clinical laboratory diagnostics conducted under the direct supervision of academic staff,

Safety of students and staff during veterinary education

Strategic intent

Ensuring the safety of students and employees when handling animals, against infectious diseases and when working with biological material, with genetically modified organisms, with chemical substances and medicines and with radioactive and ionizing radiation.

Measures

- a) the activities of the special commission for the safety of academic workers, employees and students in the framework of educational, creative and other activities at the university,

- b) continued implementation of practical teaching in groups enabling ensuring the safety of students in teaching, i.e. clinical lessons when working with animals in small groups of around 6 students per 1 teacher, non-clinical practical lessons with around 12 students per teacher, seminar lessons with around 24 students per teacher, and theoretical lessons according to the capacity of the lecture rooms,
- c) continued use of protective clothing, protective equipment, objects and equipment to protect against infectious diseases and during activities with biological material, with genetically modified organisms, with chemical substances and medicines and with radioactive and ionizing radiation,
- d) provision of manuals for safe work with biological material and their availability to academic staff, employees and students,
- e) retrofitting teaching laboratories with first aid equipment and needs, especially according to the nature of the laboratory, emergency eye and face showers, emergency laboratory showers, first aid kits, disinfectants, deactivation agents, first aid procedures, provision of emergency manuals for cases of first aid and their placement in relevant operations and laboratories,
- f) updating evacuation plans for quickly leaving rooms, corridors and buildings in case of danger,
- g) compliance with the rules for handling biological material, genetically modified organisms, chemical substances, medicines and radioactive and ionizing radiation,
- h) compliance with national regulations and occupational health protection procedures (OSH),
- i) compliance with national regulations and procedures for ensuring fire protection (FP),
- j) modernization of the waste management system ensuring safe removal and possible deactivation and removal or elimination of waste from the university and its faculty facilities.

Teaching resources in veterinary education

Strategic intent

Provision of teaching resources for teaching students using the possibilities of traditional resources of printed textbooks, scripts, posters, diagrams, overviews and others, and possibly more modern electronic resources, electronic databases, scripts and textbooks, other teaching texts and teaching supports, e-learning, instructional videos, photo documentation and other modern teaching supports.

Measures

- a) creation of teaching resources for teaching students by academic staff directly or with the support of the VETUNI Internal Education Agency,
- b) creation of teaching resources for teaching by students under the professional guarantee of academic staff directly or with the support of the Internal Education Agency VETUNI,
- c) creation of a database of created teaching aids freely accessible to students,
- d) providing, in cases where it is possible, electronic form of teaching materials for lectures and possibly further studies to students,
- e) using, where possible, an e-learning platform for teaching resources to teach students,

- f) provision of teaching resources (books, magazines, teaching texts) by external authors and workplaces and their availability in the university library,
- g) free access of students to the university library for the purpose of studying,
- h) free access of students to scientific and professional databases available at the university,
- i) free access of students to the Internet on the university campus and in the dormitories,
- j) allowing students access to permanent specimens, models and artificial samples as part of their studies,
- k) enabling students to access the database of clinical cases solved at clinical workplaces as part of their studies.

Students and student evaluation in veterinary education

Strategic intent

To create conditions for the admission procedure, student studies at the faculty and student evaluation, which are regulated by predetermined, objective and transparent rules and which create an environment for cultured study and evaluation processes of student study results at the university.

Measures

- a) provide study applicants with adequate, comprehensive and understandable information about the admissions process, the course of study, the completion of studies and the practical application of graduates,
- b) implement the admission process according to predetermined, unambiguous and objective conditions and evaluate the results of the admission procedure objectively with the selection of those who succeeded the best in the admission procedure,
- c) evaluate the results of the admission procedure and assess the setting of the conditions of the admission procedure from the point of view of achieving the goal of selecting applicants with the best prerequisites for studying veterinary medicine, and in this sense make adjustments in the admission procedure process,
- d) determine the number of admitted applicants with regard to the long-term trends in the development of the number of veterinarians in practice and their needs for the provision of state and private veterinary care and with regard to the development of veterinary education at the university and the development of veterinary medicine in society,
- e) teach students in accordance with the latest findings in veterinary medicine as a field, with the latest trends in the teaching of veterinary medicine in the university environment and with the latest trends in the development of veterinary practice in both curative, preventive and official veterinary activities,
- f) create conditions for students with specific needs whose handicap is compatible with the study of veterinary study programs (dyslexia, dysgraphia, etc.), and their teaching procedures for successful study of veterinary study programs,
- g) formulate a system of support for underperforming students and realize the possibilities of increased support for these students,

- h) support student life at the university in its veterinary specifics,
- i) provide counseling to students during their studies dealing with issues of study, activities at the university, difficult life situations or career counseling,
- j) organize the study with regard to the defined learning outcomes of the entire study and the corresponding competencies, in accordance with them determine the contents of the state exams, define the teaching in individual subjects in their content, scope and interrelationships, adapt the teaching methods to the learning outcomes of the individual subjects and assessment of the knowledge, experience and skills achieved by students,
- k) apply formative assessment methods (an assessment that is applied during the study of subjects, in the sense of continuous control of whether the student works sufficiently using observation, written preparations and works, guided discussion and targeted questioning) with the aim of motivating students in their studies and increase their activity during their studies,
- l) apply summative assessment methods (overall assessment that is applied at the end of the study of the subject/year/study) with the aim of assessing the level of students' achieved knowledge, experience and skills,
- m) evaluate students on the basis of an objective assessment of the fulfillment of study obligations and on the basis of predetermined objective procedures and criteria leading to an objective assessment of the knowledge, experience and skills achieved by the student, use objectified procedures to assess the knowledge, experience and skills of students using written examinations, tests, written papers, evaluation of the practical implementation of activities according to procedures and the result of their implementation, electronic examination systems and online examination with recording, and to objectify the oral examination by finalizing the rules for this verification of students' knowledge, etc.,
- n) evaluate the results of students' studies and, in the event of detection of negative trends in the provision of teaching or in the achievement of study results by students, take appropriate measures to improve the results of students' studies,
- o) determine the structure of state examinations so that it corresponds to the competencies of performing veterinary care in all areas of application of veterinarians.

Academic and non-academic staff in veterinary education

Strategic intent

Ensure that academic and non-academic staff in veterinary education meet the requirements for veterinary education at the faculty in terms of their number, qualifications, and development of competencies, and are evaluated by objective methods with an impact on their remuneration.

Measures

- a) implement the recruitment of academic staff on the basis of a selection procedure published outside the university and assessing the prerequisites for university teaching and specifically for veterinary teaching,
- b) to determine the number of academic staff for veterinary education at the faculty in such a way as to ensure the veterinary education of students in an appropriate scope and quality, and to ensure that the total number of academic staff to the number of students corresponds to internationally recognized standards for veterinary education,

- c) determine the number of the academic staff of veterinary doctors for veterinary education at the faculty in such a way as to ensure the veterinary nature of student teaching, and ensure that the total number of the academic staff of veterinary doctors to the number of students corresponds to internationally recognized standards for veterinary education,
- d) determine the number of non-academic staff for veterinary teaching at the university in such a way as to ensure the veterinary education of students in an adequate scope and quality, and ensure that the total number of non-academic staff corresponds to internationally recognized standards for veterinary education,
- e) implement the development of teaching competencies for academic staff and operational competencies for non-academic staff in the form of training, courses, motivation to increase their expertise, development of teaching and operational methods, support for increasing their university qualification, development of their computer, language, communication skills and renewal of competences in within the framework of occupational safety, fire protection, biological safety and waste management,
- f) to implement a system of evaluation of academic staff creating, on the basis of an assessment of various activities carried out within the framework of educational, creative and related activities at the faculty, a summary evaluation of the academic staff with the possibility of recognizing any shortcomings in the fulfillment of the necessary scope and quality of activities,
- g) link the remuneration of academic staff in its variable component to an appropriate extent with the result of the overall evaluation of the academic staff within the framework of the academic staff evaluation system,
- h) support academic staff in the development of their creative abilities and in their involvement in doctoral studies to achieve a scientific qualification and Ph.D. title,
- i) support academic staff in the development of their professional abilities and in their involvement in professional qualification education to achieve professional specialization, in the form of attestation education for specialization focused on infections and infectious diseases of animals, on the protection of animal health and well-being for animals, on health safety and food hygiene, or in the form of clinical specialized education focused on the relevant species or group of animal species corresponding to clinical veterinary practice,
- j) support academic staff in the development of their professional skills and in their involvement in transnational specialization programs, especially within the framework of European veterinary specialization programs to achieve the designation of European veterinary specialist for the relevant species or relevant veterinary activities,
- k) to implement a system of evaluation of non-academic workers creating, on the basis of an assessment of their activity, a summary evaluation of a non-academic worker with the possibility of recognizing any shortcomings in the fulfillment of the necessary scope and quality of the activities ensured by him,
- l) finalize the career rules for academic workers and for non-academic workers.

International indicators of quality in veterinary education

Strategic intent

Fulfillment of international quality indicators in veterinary education at the level required to fulfill international quality standards of veterinary education.

Measures

- a) fulfillment of the indicator value: the ratio of the number of recalculated academic staff in veterinary education to the number of veterinary students at the level of the required value (guideline value 0.13; with a possible change according to EAEVE settings),
- b) fulfillment of the indicator value: the ratio of the number of recalculated academic workers of veterinary doctors in veterinary education to the number of veterinary graduates at the level of the required value (guideline value 0.63; with possible change according to EAEVE settings),
- c) fulfillment of the value of the indicator: the number of non-teaching employees in veterinary education to the number of veterinary graduates at the level of the required value (guideline value 0.54; with possible change according to EAEVE settings),
- d) fulfilling the value of the indicator: the number of hours of practical teaching in laboratories and classrooms and non-clinical, including teaching on healthy animals (non-clinical teaching) at the level of the required value (guideline value 701, with possible changes according to EAEVE settings),
- e) fulfillment of the value of the indicator: the number of hours of clinical practical teaching (including propaedeutics, pathological diagnosis on cadavers, the practice of therapy actions and surgical actions on cadavers, organs and models) at the level of the required value (guideline value 705, with possible change according to EAEVE settings),
- f) fulfilling the value of the indicator: the number of hours of teaching food safety and quality and veterinary public health at the level of the required value (guideline value 192, with possible change according to EAEVE settings),
- g) fulfillment of the indicator value: the number of hours of mandatory extramural practice of food safety and quality and veterinary public health at the level of the required value (guideline value 32, with possible change according to EAEVE settings),
- h) fulfillment of the value of the indicator: the number of pet patients in veterinary care at clinics (dogs, cats) to the number of veterinary graduates at the level of the required value (guideline value 43.58; with possible change according to EAEVE settings),
- i) fulfillment of the indicator value: the number of ruminant and swine patients in veterinary care at clinics to the number of veterinary graduates at the level of the required value (indicative value 0.89; with possible change according to EAEVE settings),
- j) fulfillment of the indicator value: the number of equine patients in veterinary care at clinics to the number of veterinary graduates at the level of the required value (guideline value 1.53; with possible change according to EAEVE settings),
- k) fulfilling the value of the indicator: the number of patients of rabbits, rodents, birds and exotic animals (not wild animals) in veterinary care at clinics to the number of veterinary graduates at the level of the required value (guideline value 1.16; with possible change according to EAEVE settings),
- l) fulfilling the value of the indicator: the number of pet patients treated extramurally (dogs, cats) to the number of veterinary graduates at the level of the required value (guideline value 0.43; with possible change according to EAEVE settings),

- m) fulfillment of the indicator value: the number of ruminant and swine patients treated extramurally to the number of veterinary graduates at the level of the required value (guideline value 8.85 corresponding to the number in the numerator 2036, with possible change according to EAEVE settings),
- n) fulfillment of the indicator value: the number of equine patients treated extramurally to the number of veterinary graduates at the level of the required value (guideline value 0.62 corresponding to the number in the numerator 143, with a possible change according to EAEVE settings),
- o) fulfilling the value of the indicator: the number of animal herds visited (ruminants and swines) to the number of veterinary graduates at the level of the required value (guideline value 0.54; with possible change according to EAEVE settings),
- p) fulfilling the value of the indicator: the number of visited units where poultry, rabbits, fish and bees are kept to the number of veterinary graduates at the level of the required value (guideline value 0.04; with possible change according to EAEVE settings),
- q) fulfilling the value of the indicator: the number of cadavers (necropsies) of animals of interest to the number of veterinary graduates at the level of the required value (guideline value 1.40; with possible change according to EAEVE settings),
- r) fulfillment of the indicator value: the number of cadavers (necropsies) of ruminants and swines to the number of veterinary graduates at the level of the required value (guideline value 0.90; with possible change according to EAEVE settings),
- s) fulfillment of the indicator value: the number of cadavers (necropsies) of horses to the number of veterinary graduates at the level of the required value (guideline value 0.10; with possible change according to EAEVE settings),
- t) fulfilling the value of the indicator: the number of cadavers of rabbits, rodents, birds and exotic animals to the number of veterinary graduates at the level of the required value (guideline value 0.88; with possible change according to EAEVE settings),
- u) fulfillment of the indicator value: the number of recalculated specialized veterinarians (recognized by the corresponding national accreditation office for national specializations and/or EBVS and/or ABVS) involved in veterinary education to the number of veterinary graduates at the level of the required value (guideline value 0.06; with possible change according to EAEVE settings),
- v) fulfillment of the indicator value: the number of Ph.D. graduates per year to the number of veterinary graduates at the level of the required value (guideline value 0.07; with possible change according to EAEVE settings).

International accreditation

Strategic intent

Assessment of the level of university veterinary education by an independent external evaluation, in the form of international accreditation of veterinary education at FVM based on the principles of the European system of evaluation of veterinary education carried out by the European Association of Veterinary Faculties and Universities (EAEVE), which is a member of ENQA.

Measures

- a) fulfillment of the international quality standards of veterinary education established within the EAEVE accreditation system,
- b) conduct an ongoing assessment of the fulfillment of international veterinary education quality standards and completing an ongoing assessment within the EAEVE accreditation system (Interim report level),
- c) preparation of a detailed self-evaluation report within the EAEVE accreditation system (Self-evaluation report level),
- d) attend a visit by international experts evaluating the level of quality of veterinary education in veterinary study programs at the faculty (On site visit level),
- e) discussion in international bodies of the final report on the accreditation of veterinary education in veterinary study programs at FVM (On site report level),
- f) implementation of conclusions resulting from the accreditation of veterinary education in veterinary study programs and at FVM into the activities of the faculty and implementation of recommendations for the further development of veterinary education at the faculty and university (Implementation level).

4.2.2. Doctoral education

Strategic intent

To increase the level of university education in doctoral study programs fulfilling the requirements of specialized studies with a high potential for creative activity with the achievement of new scientific knowledge publishable in internationally recognized scientific journals.

Measures

- a) fulfillment of accreditation conditions and higher education standards for the study program
 - Diseases of Dogs, Cats and Companion Animals,
 - Diseases of Horses, Ruminants, Swine and Poultry,
 - Infectious Diseases, Microbiology and Immunology (Infectious Diseases, Microbiology and Immunology),
 - Pathology and Parasitology (Pathology and Parasitology),
 - Morphology, Physiology and Pharmacology,
 - Genetics, breeding and animal reproduction (Genetics, Breeding and animal Reproduction),
 - possibly for other newly accredited study programs for the doctoral level of study,
- b) description of the learning outcomes for individual study programs from the point of view of determining the required learning process outcomes, the content of the study programs and the teaching method to fulfill the set learning outcomes,
- c) increase the quality of education in doctoral study programs by emphasizing the research part of the doctoral study and the publication of the results obtained as part of the study in quality scientific journals,
- d) support the interest of graduates of the university's master's study programs, or graduates of study programs related to them in the field, in scientific, research and other creative activities by involving talented students of master's programs in the solution of the faculty's research projects with possible

financial motivation for these students resulting from specific research projects, grant agencies and projects of other providers of resources for scientific, research and other creative activities,

e) the organization of the admission procedure for doctoral study programs with a preference for applicants who have the prerequisites for scientific and research work, language skills and a strong interest in the studied doctoral study program,

f) innovation of individual doctoral study programs, especially from the point of view of the representation of teaching subjects, the inclusion of practical teaching supporting the acquisition of experience from scientific and research work, research practices at other workplaces aimed at obtaining new knowledge, procedures and methods of scientific and research activity in the field of study,

g) increase the level of activity of chairpersons of subject councils and subject councils of study programs and guarantors of study subjects in the sense of developing the quality of education in study programs and study subjects of the faculty,

h) modernization of forms of teaching, especially from the point of view of the presentation of theoretical knowledge with the use of multimedia means, transfer of practical experience, especially during practical teaching in clinics, laboratories, specialized laboratories, and further support of teaching-oriented towards acquiring skills for performing practical professional tasks in veterinary medicine,

i) support for internships at other domestic and foreign universities and research workplaces to learn about the research environment and quality research activities,

j) support for the involvement of students in the modernization of educational activities at the university, especially through the University's Internal Education Agency (IVA) and the support of this university agency,

k) prevention of plagiarism and other similar undesirable activities during doctoral education,

l) development of spatial, operational, instrumental, material, informational and administrative security of doctoral study programs,

m) improve the quality of teaching personnel in doctoral study programs, preferences in the appointment of supervisors, especially academic staff with higher academic qualifications, and cooperation with researchers and research teams of high-quality research workplaces with foreign experience and from abroad.

4.2.3. Lifelong learning

Strategic intent

Increasing the level of lifelong education oriented towards the performance of a profession, as well as lifelong education in areas of interest and supporting the organization of education for seniors within the University of the Third Age.

Measures

a) creation of new ones, innovation of existing ones and continuation of the implementation of lifelong education courses oriented towards the performance of the profession, in particular the further education of state veterinarians, and, if possible, also of private veterinarians, and veterinarians in other areas of their activity, further education to acquire competence according to special laws, especially in the field of veterinary care, animal protection and welfare, food safety and quality, animal breeding and breeding and others,

- b) creation of new ones, innovation of existing ones and continuation of the implementation of lifelong learning courses in areas of interest, in particular courses for university applicants, courses for animal breeders, courses in the field of animal protection and welfare, courses in the field of food safety and quality, namely for professional and other public,
- c) the organization of courses for seniors within the University of the Third Age focused mainly on animal health and diseases and on other areas of the university's professional scope,
- d) organization of courses for academic and non-academic workers with a focus on deepening professional knowledge and pedagogical competencies, on information technology, on improving administrative skills, on improving language skills,
- e) development of counseling for those interested and participants in lifelong learning at the university.

4.3. STRATEGY FOR THE DEVELOPMENT OF CREATIVE ACTIVITY

The faculty's research priorities

Strategic intent

Support of the research priorities of the faculty, highlighting the orientation of research in the field of veterinary medicine and other related fields, aimed at the successful acquisition, solution and completion of projects of creative activity and the expansion and improvement of the application of the results of creative activity in notable outputs, especially in internationally recognized high-quality scientific journals, and others outputs with application potential for practice.

Measures

- a) support of the faculty's research priorities in the field of veterinary medicine within the framework of internal project support and external grant competitions
 - pathomorphological, pathophysiological and other preclinical research in vet. medicine,
 - agents of infectious and parasitic diseases and animal diseases,
 - diseases of dogs, cats and other pets,
 - diseases of horses, ruminants, swines, poultry and other farm animals.
- b) support of the faculty's research priorities in the field of molecular biology and the development of new materials and nanotechnologies usable in clinical medicine within the framework of internal project support and external grant competitions
 - veterinary molecular biology,
 - experimental clinical veterinary medicine,
- c) support for the excellence of the university's research centers (Veterinary Research Institute and Central European Technology Center CEITEC of the University of Veterinary Sciences Brno)

Support of doctoral study programs in their research focus

Strategic intent

Support of doctoral study programs in their new structure and research content, with an emphasis on research activity and high-quality, recognized outputs of research activity.

Measures

- a) the development of a new structure of doctoral study programs in its research-oriented part, namely in the implementation of the submission of research projects, in the implementation of research activities by students, and in the creation of a research-oriented monograph represented by a dissertation,
- b) involving students of doctoral study programs in research teams of academic staff as part of research at the faculty when solving projects of the Internal Creative Agency (ITA),
- c) support for students of doctoral study programs in the submission, solution and defense of projects within the Internal Grant Agency (IGA) of the university focused on research carried out with the specific involvement of students,
- d) support for students of doctoral study programs in the implementation of national and especially international mobility to universities, research workplaces and other institutions carrying out research activities, to acquire research experience and skills that support the creative activity and abilities of doctoral students,
- e) support for students of doctoral study programs in publishing activities in impactful scientific journals and in presenting research results by students at conferences and congresses.

Project allocation of funds for research

Strategic intent

Project allocation of research funds to research teams on the basis of the defined research intention, its methodology and expected outputs from the research activity, with eventual opposition of the results, evaluation of the results and defense of the research results.

Measures

- a) allocation of funds for research to research teams with the purpose of long-term conceptual development of research organizations according to the targeted focus of the development of the research area,
- b) allocation of funds for research within the Internal Creative Agency (ITA) to research teams of creative workers and students on the basis of research projects with a defined research purpose, its methodology and expected outputs from the research activity,
- c) allocation of funds for research within the Internal Grant Agency (IGA) to research teams with specific involvement of students based on research projects with a defined research purpose, its methodology and expected outputs from the research activity,
- d) allocation of funds for research within projects of external grant agencies (GAČR, AZV ČR, NAZV, MPO, etc.) to research teams on the basis of projects accepted as part of the competition by these agencies,

e) allocation of funds for research within the framework of international research projects obtained in international competitions for grants for the implementation of research activities defined by the project.

Motivation of academic workers, postdoctoral fellows and doctoral students to intensive research activity

Strategic intent

Motivation of academic workers, postdoctoral fellows and doctoral students to intensive research activity in the sense of individualizing the record of the results of creative activity and its evaluation within the framework of HAP with a direct impact on the wage evaluation of workers.

Measures

- a) individualization of the record of the results of creative activity, enabling the expression of the quality and quantity of the creative activity of an individual creative worker - academic worker, postdoctoral fellow and doctoral student, thereby supporting healthy competition at the level of research prestige of creative workers,
- b) wage evaluation of the scope and quality of the applicable results of the creative activity of each creative worker and thus the motivation for his further creative activity,
- c) scholarship motivation evaluation of the scope and quality of the applicable results of the creative activity of each doctoral student and thus his motivation for further creative activity,
- d) motivation of academic workers, postdoctoral fellows and doctoral students to further high-quality research activity in the form of an institutional award for the most efficient creative workers at the level of award given by the dean or rector of the university.

Increased emphasis on the creation of high-quality, recognizable outputs of creative activity in impactful magazines

Strategic intent

Increased emphasis on the creation of high-quality, appreciable outputs of creative activity in high-impact journals, with a special preference and higher wage valuation of publication outputs in scientific journals ranked in the Q1 and Q2 quartiles.

Measures

- a) preference in publication activity for international scientific journals with an impact factor,
- b) motivation by increased evaluation within the Evaluation of academic staff publications published in scientific journals classified in quartiles Q1 and Q2,
- c) special wage assessment of creative workers publishing in scientific journals classified in quartiles Q1 and Q2,

Support of creative activities oriented towards outputs intended for veterinary and hygienic practice

Strategic intent

Support of creative activities oriented towards outputs intended for veterinary and hygiene practice, especially at the level of publications in professional journals, organization of professional conferences and publications at conferences intended for practice and protected outputs intended for transfer to veterinary and hygiene practice.

Measures

- a) ending applied research projects with results applicable in practice and recognized according to Methodology 17+ ,
- b) support for results intended for veterinary and hygienic practice, especially presented at the level of publications in professional journals,
- c) support for the organization of professional conferences at the faculty open to participants from both veterinary and animal husbandry practice to convey the results of creative activities that can be used in practice (e.g. as part of the FVM Autumn Conference with international participation, Buiatric Conference, School of Exotic Medicine and others),
- d) support for the active participation of academic staff and other creative staff of the faculty at national and international conferences enabling the transfer of research results in veterinary medicine and practice,
- e) implementation of contract research for subjects of medical, pharmaceutical and other companies creating outputs of creative activity that can be used in practice,
- f) carrying out joint research of the faculty with state and public administration bodies, institutions and organizations leading to the results of creative activity that can be directly used by these cooperating entities,
- g) completion of applied research projects at the level of protected outputs intended for transfer into veterinary and hygiene practice,
- h) education of doctoral students, academic and non-academic workers in the field of copyright, intellectual property protection and technology transfer.

Increasing the level of the international dimension of creative activity

Strategic intent

Increasing the level of the international dimension of creative activity by increased support for the internationalization of research, namely by supporting publication participation in international congresses and conferences, mobility of academic staff, joint research and joint publications with foreign workplaces, and other international cooperation in creative activity.

Measures

- a) involving the faculty in solving projects of international agencies for the support of creative activity, especially at the level of European programs and the EU framework program for research and innovation Horizon Europe (2021 to 2027),
- b) supporting the cooperation of research teams of the faculty with research teams of foreign universities, research workplaces and other research institutions,

c) development of the mobility of academic workers and other creative workers directed to foreign universities, research workplaces and other research institutions, to gain international experience and skills for creative work,

faculty publications with a share of authors from foreign universities, research institutes and other research institutions demonstrating the international dimension of creative activity at the faculty,

e) support for the participation of academic workers and other creative workers in their participation in international congresses and conferences to gain knowledge from the results of creative activity of foreign workplaces, to gain experience with active presentation of the results of creative activity and creating an opportunity to get to know important creative workers of international importance personally with the potential to join creative teams dealing with international projects and grants.

4.4. STRATEGY FOR THE DEVELOPMENT OF PROFESSIONAL ACTIVITY, COOPERATION WITH PRACTICE AND FULFILLMENT OF SOCIAL RESPONSIBILITY

Strategy for the development of professional activity

Strategic intent

To carry out professional veterinary clinical activities at the faculty, especially in the field of diseases of dogs and cats, diseases of birds, reptiles and small mammals, diseases of horses, diseases of ruminants and swines with the aim of further developing the faculty as a center of clinical veterinary medicine providing a high level of outpatient, inpatient, intensive and also mobile veterinary care creating conditions for high-quality teaching of students in the practical skills of clinical veterinary medicine, a creative veterinary clinical center and fulfilling the mission of an exceptional professional veterinary care center for the public.

Realization of veterinary pathomorphological activity in the field of veterinary diagnostics creating conditions for fulfilling the criteria given for teaching students in practical skills of veterinary medicine in the field of pathoanatomy and pathohistology, as well as a research veterinary pathology center and fulfilling the mission of an exceptional professional veterinary pathomorphology workplace.

Realization of laboratory veterinary activity in the field of veterinary medicine, creating conditions for fulfilling the criteria given for teaching students in practical skills of veterinary medicine in the field of laboratory veterinary activity, as well as a research veterinary laboratory diagnostic center and fulfilling the mission of an exceptional professional veterinary workplace of laboratory diagnostics.

To develop agricultural activities at the Nový Jičín School Agricultural Enterprise as an important workplace for practical teaching of students to gain practical experience in animal production operations and practical veterinary skills during veterinary activities in practice in conditions where access to other agricultural operations is already prohibited by legal or competing interests of the owners agricultural operations.

Measures

a) the development of professional veterinary clinical activity at individual clinics to ensure the necessary spectrum of patients and clinical findings in numbers corresponding to the requirements for quality veterinary education, and in the sense of developing an environment for obtaining new scientific knowledge and their verification in veterinary clinical practice, and further in the sense of

developing professional veterinary activities according to the requirements of clients for veterinary care of patients in accordance with the latest professional trends of the clinical veterinary profession,

b) expansion of veterinary pathology activities at the faculty to ensure the necessary amount of autopsies and pathological findings in numbers corresponding to the requirements for quality veterinary education, and further as a research background for obtaining new scientific knowledge in the field of pathological morphology, and further according to the requirements of veterinary and breeding practice in accordance with the latest professional trends in veterinary pathology,

c) implementation of laboratory veterinary activities at the university to ensure the necessary amount of diagnostic samples in numbers corresponding to the requirements for quality veterinary education, and also as a research background for obtaining new scientific knowledge in the field of veterinary laboratory diagnostics, and also according to the requirements of veterinary and breeding practice in accordance with the latest professional trends in veterinary laboratory diagnostics,

d) support and cooperation in the activities of ŠZP Nový Jičín to ensure conditions for practical teaching of students, especially in the field of clinical veterinary care and in the field of animal nutrition, breeding and animal hygiene, ethology, animal welfare and protection, production of plant and animal raw materials and food.

Strategy for the development of cooperation with practice

Strategic intent

To expand cooperation with institutions, organizations and businesses and other entities that operate in the field of veterinary medicine and other related fields, especially with those that can positively influence the further direction of student education, research and professional activities in the fields of activity of the faculty, and in which it is located applied by graduates of the faculty's study programs.

To provide professional practice professional services of a high professional standard, to provide professional advice for subjects of practice, to involve experts from practice in the activities of the faculty and to consult with experts from practice for further development in education, creative activities, professional activities and social activities of the faculty.

Measures

- a) provide professional practice professional services of a high professional standard at the university level,
- b) provide professional services using mutual cooperation in joint activities with partners,
- c) provide professional advice for subjects of practice,
- d) involve representatives and representatives of institutions, organizations, businesses and other subjects from practice in the formation of study programs,
- e) involve representatives and representatives of practice in teaching to pass on practical experience and skills from practice to students,
- f) provision of internships and internships for students at workplaces where graduates find employment,

g) involve a share of representatives from practice in examination committees, expert committees, scientific councils and possibly in other bodies of the faculty, where they can positively influence the further direction of education and research at the faculty,

h) joint organization of the faculty and subjects from the practice of educational activities for students, graduates and professional and other members of the public,

Strategy for fulfilling social responsibility

Strategic intent

Expand the social influence of the faculty's activities in society by spreading the knowledge of one's professional focus (especially in the field of veterinary medicine), as well as general social values, and thus cultivate a regional, national and international social environment.

Measures

a) act actively in the sense of disseminating professional knowledge of the faculty's professional focus at the level of legislative bodies (MPs and senators), at the level of state and public administration and regional self-government, organizations, institutions, businesses and other legal and natural persons,

b) create an environment of cultured exchange of information and opinions in the field of the faculty's professional focus for the professional public and other members of the public,

c) the share of the faculty and its academic staff in the commenting and decision-making processes of state and public administration and self-government,

d) the organization of sports, cultural, hobby and social activities that raise the standard of general social values and their perception by the public with the aim of cultivating a regional, national and international social environment.

4.5. INTERNATIONALIZATION DEVELOPMENT STRATEGY

Internationalization of teaching study programs and creative activities

Strategic intent

Deepening the internationalization of study programs and creative activities at the faculty

Measures

a) development of the quality of study programs carried out entirely in the English language,

b) increasing the share of professional subjects in Czech study programs also taught in English,

c) support for the development of social adaptation as part of the integration of students into a different socio-cultural environment of another state, nation, university or workplace when studying for students from abroad, during mobility etc.,

d) expanding the possibilities of international mobility of students (standard mobility, virtual mobility, combined mobility, volunteer stays, etc.),

e) implementation of access to study supports for studies in Czech study programs also in English and strengthening the use of English as an integral part of study in Czech study programs, especially by using databases of scientific and professional knowledge in English when processing seminar papers, professional theses and final theses students,

f) the possibility of processing students' final theses in foreign languages,

g) mandatory international mobility for DSP students (IMA projects) or replacement of this mobility by demonstrating active international cooperation with a foreign workplace with joint publications in international scientific impact journals in the number of at least 3 publications.

International accreditation of study programs

Strategic intent

Preparation and completion of international accreditation of selected veterinary study programs.

Measures

a) implementation of trends in the development of veterinary study programs resulting from international experience gained within the framework of EAEVE (European Association of Veterinary Faculties and Universities), foreign veterinary universities, and the development of practical veterinary activities in Europe,

b) meeting the requirements of international quality standards for veterinary education set by EAEVE (10 standards according to current SOPs),

c) fulfillment of international indicators of the quality of veterinary education established by EAEVE (22 indicators),

d) fulfillment of the requirements arising from the ongoing international evaluation of the quality of veterinary education implemented by EAEVE within the so-called Interim Report,

e) international accreditation of the veterinary medicine study program

Recognition of foreign education

Strategic intent

Increasing the level of formalization and possibly simplifying the process of recognizing foreign education.

Measures

a) evaluation of Directive No. 36/2005/EC on the recognition of foreign qualifications and its impact on the recognition of veterinary education in Europe,

b) evaluation of the recognition of veterinary education of foreign graduates in the conditions of the Czech Republic,

c) creation of criteria for the recognition of studies completed abroad,

d) simplification of the process of recognition of foreign education in the sense of recognition of results from the period of study abroad,

e) elaboration of the conditions for recognition of part of the study abroad completed within the framework of the ERASMUS program or other mobilities for further study at the faculty.

Internationalization of human resources

Strategic intent

Strengthening the internationalization character of human resources.

Measures

- a) strengthening the offer of English language courses provided by the VETUNI Institute of Foreign Languages for academic staff and administrative staff,
- b) support for administrative staff in acquiring language competence in English that can be used at the faculty,
- c) strengthening the international mobility of academic staff, especially at the level of supporting motivation for international mobility,
- d) strengthening the international professional competence of academic staff by participating in European veterinary specialized training,
- e) motivation to strengthen the internationalization of the activities of academic staff by personal and wage evaluation of activities developing the faculty's internationalization (evaluation within the framework of HAP).

International environment at the faculty

Strategic intent

Creating an international environment at the faculty

Measures

- a) deepen the bilingual environment at the faculty by developing a bilingual orientation and information system,
- b) create a bilingual version of essential regulations, documents, measures and instructions important for the study of foreign language students at the faculty,
- c) support of cultural activities, associations and leisure activities for foreign-language university students,
- d) support the administration's ability to communicate in English with foreign students, teachers and visitors,
- e) the organization of international summer schools for foreign students and other forms of international education to enrich the university with foreign influences, experiences and the concrete presence of students from different countries and cultures.

International level of creative activity at the faculty

Strategic intent

Deepening the international level of creative activity at faculty workplaces.

Measures

- a) implementation of joint research with foreign workplaces in solving research issues of international importance, international projects, grants, programs and other research activities,
- b) apply joint appreciable outputs from research activities with international workplaces and research teams, especially at the level of joint publications in high-quality scientific impact journals,
- c) organization of international scientific and professional meetings, especially at the level of congresses, conferences with international participation, seminars and others,
- d) participation in foreign conferences with an active presentation of the results of the university's research activities,
- e) support of the University's research centers implementing specialized research activities of international importance, in particular the University of Veterinary Sciences Brno Research Institute and CEITEC VETUNI and possibly others.

Promotion of the faculty abroad

Strategic intent

Increasing activities aimed at promoting the faculty abroad.

Measures

- a) providing information to study applicants from abroad about the conditions of admission to study, about studying at the faculty, about completing studies, and about the recognition of studying at the faculty abroad,
- b) development of consultancy activities for foreign students at the level of information support about the Czech environment, the environment of the faculty and university and about studies, consultancy in the framework of cultural adaptation to the Czech environment and integration into the Czech environment, solving problems connected with studies, solving difficult life situations, realizing career consulting,
- c) creating a scholarship system for foreign students to support the acquisition and motivation of quality foreign students in study programs conducted in English,
- d) promotion of the faculty and university abroad from the point of view of education in the form of a presentation on the university's website, social networks, with the support of already existing foreign students and graduates, participation in foreign presentation activities, foreign education fairs, etc.

International institutions influencing university veterinary education

Strategic intent

Participation in the activities of international institutions influencing education at the university.

Measures

- a) support for the active participation of the university and faculties in the European Association of Veterinary Faculties and Universities (EAEVE) and support for the active participation of the university and faculties in the Central European Network of Veterinary Faculties and Universities VETNEST (Veterinary Network of European Student and Staff Transfer),
- b) support for the active participation of the university and faculties in the AAVMC (Association of American Veterinary Medical Colleges),
- c) support for the university's active participation in the EUA (European University Association),
- d) support for the active participation of the university and faculties in EVERI (European Veterinarians in Education, Research and Industry),
- e) support the university's active participation in EUCEN (European University Continuing Education Network),
- f) support for the university's active participation in the Visegrad university association (VUA).

Strategic management of internationalization at the university

Strategic intent

Strengthening the strategic management of internationalization at the university and faculty

Measures

- a) inclusion of evaluation of the level of internationalization of activities in the ongoing management of activities at the university level (rector's college, university scientific council) and at the faculty level (dean's college, faculty scientific council),
- b) evaluation of the level of internationalization of activities within the framework of the activity evaluation system, in particular the HAP system (Evaluation of academic staff), the Annual Report on the activities of the university and the faculty and the Report on the internal evaluation of the university's activities,
- c) strengthening of personnel capacities for the strategic management of internationalization at the university and faculty level with a focus on the preparation and implementation of the process of international accreditation of veterinary education,
- d) using the experience of the AAVMC (Association of American Veterinary Medical Colleges) to evaluate the activities of the university and the faculty,
- e) use of faculty evaluation by competent foreign institutions (especially EAEVE) to accredit veterinary education according to international standards for veterinary education.

4.6. HUMAN RESOURCE DEVELOPMENT STRATEGY

Academic staff

Strategic intent

Improving the professional level and activity of academic staff at the faculty in the sense of raising the level when they are admitted to the faculty, determining the scope and quality of the work performed, improving the conditions for the activity of academic staff, evaluating their activities at the faculty and motivating them to improve their performance.

Improving the qualification level of academic staff by increasing the share of associate professors and professors to maintain a level of around 1/3 of the calculated number of all academic staff while meeting the criteria set for habilitation and professorship procedures.

Measures

- a) hire academic staff on the basis of a transparent selection procedure upon meeting the required prerequisites for activity at the faculty,
- b) determine the scope and quality of the activities performed by academic staff with the possible provision of support in increasing the level of their activities,
- c) general equalization of the teaching load of academic staff between individual institutes and clinics so that the average teaching load of the academic staff of a clinic or institute is close to the average workload of academic staff at the faculty or university,
- d) support for academic staff in deepening their knowledge, pedagogical, creative, professional, information, language and other skills, including the creation of a possible center supporting the development of academic staff,
- e) improve the conditions for the activities of academic staff in the sense of supporting safety and health protection at work, equipping them with devices, tools and materials for their activities, scheduling working hours, vacation periods, improving conditions for meals for staff, etc.,
- f) evaluation of the results of the activities of academic staff at the faculty through transparent and objective procedures,
- g) development of faculty career regulations, including career growth plans for academic staff,
- h) motivation of academic staff for high-quality educational activities at the university, in particular by evaluating their activities within the teaching quality assessment system,
- i) motivation of academic staff for high-quality research, development and creative activity leading to appreciable results according to the methodology for evaluating the results of research, experimental development and innovation, in particular in the form of salary evaluation based on the appreciable results achieved,
- j) a transparent, objective and motivational remuneration system for academic staff that respects the results achieved in the activities of academic staff,
- k) update the salary system for academic staff at the level of university regulations with an emphasis on differentiation of remuneration according to the activity performed,
- l) support for harmonizing the family and work areas in the sense of enabling a flexible working time schedule, the flexibility of working hours, a work-from-home system, etc.,

Non-academic staff

Strategic intent

Improving the professional level and activity of non-academic staff at the faculty in the sense of raising the level when they are admitted to the university, determining the scope and quality of the

activity performed, improving the conditions for their activity, evaluating their activity at the university, their motivation to improve their activity at the university.

Measures

- a) recruitment of employees based on a transparent selection process to management positions upon meeting the required prerequisites for activity at the faculty,
- b) determine the scope and quality of the performed activity with the possible provision of support in increasing the level of their activity,
- c) support workers in deepening their knowledge, professional, information, language and other abilities, including the creation of a possible center supporting the development of non-academic workers,
- d) improve the conditions for the activities of non-academic workers in the sense of supporting safety and health protection at work, equipping them with devices, tools and materials for their work, scheduling working hours, vacation periods, improving the conditions for meals for workers, etc.,
- e) evaluation of the results of the activities of workers at the university through transparent and objective procedures,
- f) raise the qualifications of non-academic staff at the faculty,
- g) a transparent, objective and motivational system of remuneration of workers respecting the results achieved in their activities,
- h) update the wage system for non-academic workers with an emphasis on differentiation of remuneration according to the activity performed,
- i) support for the reconciliation of family and work areas in the sense of enabling flexible working time schedules, flexibility of working hours, a work-from-home system, etc.,

Habilitation procedure and procedure for appointment as a professor

Strategic intent

The development of accredited fields of habilitation and professor appointment procedures and the implementation of habilitation and appointment procedures at the faculty at a high level, in accordance with the established requirements and criteria for habilitation and professor appointment procedures and in accordance with the requirements for objective and transparent procedures, and further improving the qualification level of academic staff by increasing the share of docents and professors to maintain a level of around 1/3 of the calculated number of all academic staff while meeting the criteria set for the habilitation procedure and the procedure for appointment as a professor.

Measures

- a) fulfillment of accreditation conditions and standards for accredited fields of habilitation procedure and procedure for appointment as a professor
 - Diseases of dogs, cats and pets,
 - Diseases of horses, ruminants, swines and poultry,

- Infectious diseases, microbiology and immunology,
 - Pathology and parasitology,
 - Morphology, physiology and pharmacology,
 - Genetics, breeding and reproduction of animals,
 - possibly for other newly accredited disciplines of the habilitation procedure and the procedure for the appointment of a professor,
- b) modernization of the requirements and criteria for the habilitation procedure and the procedure for the appointment of a professor at the university,
- c) motivation of academic staff who meet the criteria for the habilitation procedure and the procedure for the appointment of a professor to submit applications for the initiation of the habilitation procedure and the procedure for the appointment of a professor, in particular in the form of increased salary in the case of a successful qualification procedure,
- d) implementation of habilitation procedures and procedures for an appointment at the university at a high level, in accordance with the established requirements and criteria for habilitation procedures and procedures for the appointment of a professor and in accordance with the requirements for objective and transparent procedures of these qualification procedures.

4.7. STRATEGY FOR THE DEVELOPMENT OF THE LEGAL ENVIRONMENT

Strategic intent

Improving the quality of the legal environment at the faculty by setting the rights, obligations and conditions of activity at the faculty by a system of linked current internal regulations following on from generally binding legal regulations.

Measures

- a) implementation of any amendments to the Higher Education Act into the faculty's internal regulations,
- b) creation of new internal regulations according to the requirements of generally binding legal regulations and according to the needs of ensuring the activities of the faculty,
- c) amendment of existing internal regulations according to changes in generally binding legal regulations and according to the needs of ensuring the faculty's activities,
- d) update the system of internal regulations of the faculty and its accessibility for all employees and students,
- e) deepen legal support in the solution of legal issues to the workplaces of the faculty by improving the quality of the activities of the legal department of the university.

4.8. STRATEGY FOR THE DEVELOPMENT OF THE SPATIAL AND INSTRUMENTAL FACILITIES OF THE FACULTY

Spatial, equipment, material and administrative provision of activity

Strategic intent

Development of spatial, instrumental, material and administrative security of the faculty's activities for the purpose of carrying out educational, creative, professional activities and the social impact of a public university in the field of veterinary medicine at a level corresponding to similarly focused veterinary faculties or universities in developed European countries.

Measures

- a) ensure the spatial, equipment, material and administrative security of the faculty's activities to meet all requirements arising from the legal regulations of the European Union and the Czech Republic,
- b) ensure the spatial, instrumental, material and administrative security of the faculty 's activities in order to fulfill the requirements for successful international accreditation of educational activities, accreditation by the National Accreditation Office for Higher Education, fulfillment of the requirements of institutional accreditation, accreditation of study programs, and to fulfill the further development of education according to the latest trends in education in areas of professional focus of the faculty ,
- c) ensure the spatial, instrumental, material and administrative security of the faculty 's activities resulting from the requirements for unique and high-quality creative activity focused on veterinary medicine and related disciplines, and the principles of maintaining and strengthening global health in nature and society,
- d) provision of space, equipment, material and administrative security of the faculty 's activities for the provision of professional veterinary activities at a high level ,
- e) ensure spatial, instrumental, material and administrative security of the university's activities to ensure the needs in the field of the social activities of the faculty at a level corresponding to the level of similarly focused faculties or universities in developed European countries,
- f) modernization of the software system focused on the study agenda (STAG, etc.), change of computer equipment at the faculty with updating and expansion of software equipment .

Study and information center

Strategic intent

With the support of the university, the development of the Study and Information Center creating a background for students' study activities, students' and academic staff's access to printed information resources in the form of books, scripts, scientific and professional magazines and other printed resources, as well as access to electronic information resources, which are necessary for educational, creative, professional and other activities.

Measures

- a) provision of a study and information background for educational, creative, professional and other activities with the support of the university at a level corresponding to similarly focused universities in developed European countries,

- b) spatial and operational maintenance of the Study and Information Center,
- c) maintain the current scope of securing printed information resources for student studies and faculty activities,
- d) maintain the current scope of securing electronic information resources for student studies and faculty activities,
- e) develop the literacy of users of printed and electronic information resources with strengthening the effectiveness of their use.

4.9. FACULTY FUNDING STRATEGY

4.9.1 Non-investment financing

Funding of educational activities

Strategic intent

Ensuring multi-source funding of educational and related activities of the faculty with the aim of strengthening the quality of educational activities.

Measures

- a) strengthen the fulfillment of the parameters established for the acquisition of normative or contracted funding based normatively on the number of students of the faculty, the difficulty coefficient of the study program and the established norm and possibly other parameters established for the calculation of the contribution and subsidy for the university,
- b) support for the preparation, submission and cooperation in solving projects within the framework of development projects of the Ministry of Education and Culture (centralized development projects of the Ministry of Education and Culture) and the use of funds from these development projects with the aim of further developing educational activities,
- c) support for the preparation, submission and cooperation in solving projects within the institutional plan of the university and the program to support the strategic management of the university (Institutional plan of the university, Program to support the strategic management of the university) from the funds of the Ministry of Education and Culture and the use of these funds with the aim of further developing educational activities,
- d) support for obtaining additional funds from the budget of the Ministry of Education and Culture for educational and related activities at the university (funds for scholarships, etc.),
- e) support for obtaining funds from the budget of other ministries for educational and related activities at the faculty,
- f) support for obtaining additional funds from the budgets of regions, cities and municipalities for educational and related activities at the faculty,
- g) support for the preparation, submission and solution of projects within the framework of community programs and funds of the European Union and the use of funds from these projects with the aim of increasing the quality of educational activities at the university and its faculties in the areas of their application,
- h) support for obtaining resources for veterinary, pathomorphological, laboratory and other main activities and support for workplaces that acquire these resources through their activities and support educational activities in study programs,

- i) obtain funds from the English study program and supporting workplaces that provide teaching in the English study program and thus support educational activities in the study programs,
- j) obtain funds from other sources and supporting workplaces that obtain these funds for the university's educational activities.

Funding of creative activity

Strategic intent

Ensuring multi-source funding of creative and related activities of faculties with the aim of strengthening the quality of creative activities at the faculty.

Measures

- a) obtain funds for international research projects carried out by faculty workplaces and motivational support for workplaces and academic staff working on these prestigious research projects,
- b) obtain funds for research, infrastructure and innovation projects solved by faculty workplaces and motivational support for workplaces and academic staff solving these projects,
- c) obtaining funds from national grant agencies obtained within the framework of grants handled by faculty workplaces and motivational support for workplaces and academic staff dealing with these large research projects,
- d) obtain funds for specific university research to support student projects that, based on scientific guidance, bring high-quality student research with recognized results in the field of science, research and other creative activities, and support for faculty workplaces whose recognized results created at the faculty contribute to obtaining these funds,
- e) acquisition of contractual research funds for the implementation of creative activity with appreciable results of scientific, research and other creative activities created at the faculty and support of faculty workplaces whose activities contribute to the development of contractual research at the university,
- f) obtain funds from other sources within the state and outside the state budget and supporting workplaces that obtain these funds for creative activity,
- g) registration of the results of appreciable outputs from creative activity and their reporting according to the established methodology with the aim of transferring them to the information system of research, experimental development and innovation.

Financing of professional activity

Strategic intent

Ensuring multi-source financing of professional veterinary, pathomorphological, laboratory and other activities from the funds obtained from this activity.

Measures

- a) obtain funds from professional veterinary activities at the university, especially in the field of clinical and paraclinical veterinary activities, pathomorphological activities and laboratory veterinary activities,
- b) obtain funds from other activities of the faculty for the development of professional activities at the university.

4.9.2 Investment financing

Investment financing of construction and spatial facilities

Strategic intent

Solve the spatial security of the faculty with the aim of ensuring optimal conditions for the realization of all activities of the faculty (educational, creative, specialized and other activities) with the aim of modernizing the spatial background so that it corresponds to current trends and the level of advanced educational institutions of a similar focus.

Measures

a) partial reconstruction of the Large Animal Clinic Pavilion - reconstruction of selected areas of the pavilion in order to increase the efficiency of operations and ensure the requirements for teaching according to the SOP EAEVE and possibly AAVMC standards, including the establishment of a simulation teaching center for large animals (with a solution in the period 2021 to 2023),

b) partial reconstruction of the Small Animal Clinics Pavilion – reconstruction of selected areas of the pavilion in order to increase the efficiency of operations and ensure the requirements for teaching according to the SOP EAEVE and possibly AAVMC standards, including the establishment of a simulation teaching center for small animals (with a solution in the period 2021 to 2023),

c) the creation of a veterinary-recovery area route by building a gravel-paved/asphalt route in the university campus area, creating a closed approximately 1.5 km long circuit intended for the recovery and physiotherapy of horses and dogs, at the same time enriched with elements of natural, recreational, aesthetic and educational orientation that can be used for the development of student activities and to support the mental health of students and employees (with a solution in the period 2022 to 2023),

d) construction of an area for teaching the diagnosis of horse lameness from part of the paddocks for horses – reconstruction aimed at modifying the open area of part of the paddocks for horses into a paved area with a hard surface for the fatigue diagnosis of lameness in horses with use for teaching horse diseases and research activities (with a solution in the period 2023 to 2024).

e) partial reconstruction of the Infectious Pavilion for large animals – reconstruction of a smaller scale to ensure the isolation or quarantine of large animals with the possibility of examination and treatment of animals with infectious diseases without the risk of transmission of infection to other animals in the VETUNI area; the reconstruction aims to fulfill the standards for international evaluation of veterinary education (with a solution in the period 2021 to 2023),

f) creation of biosafety and biosecurity conditions at designated laboratories - creation of conditions for the implementation of biological safety principles at designated laboratories in FVM facilities; the investment aims to meet the standards for international accreditation of veterinary education (with a solution in the period 2021 to 2022),

g) build a pharmacology and pharmaceutical teaching center and a teaching pharmacy with access to the Palacký classroom - the plan to build a university pharmacy and a pharmacology and pharmaceutical teaching center with access to the Palacký classroom is aimed at strengthening the teaching possibilities within the framework of veterinary pharmacology and pharmacy in veterinary study programs (with a solution in the period 2025 to 2026),

h) establishment of a workplace for poultry and rabbit diseases - poultry and rabbit breeding represent an important part of veterinary care in the Czech Republic. As part of the concept of teaching and organization of clinics according to animal species, preparation for the establishment of

a separate Poultry and Rabbit Diseases Clinic at the faculty (in the building of the former Institute of Drug Technology) (with a solution in the period 2025 to 2026),

i) reconstruction of part of building No. 28 (infectious diseases and microbiology building) in the sense of reconstruction of wiring, replacement of windows and other energy-saving modifications with modernization of teaching, research and operational spaces from a very outdated state to the level of current requirements of modern spaces for university teaching and creative activity in the field of infectious diseases, microbiology and immunology (with a solution in the period 2029 to 2030).

j) support for the energy efficiency of buildings and operations on the campus of the university, in particular by implementing construction and energy measures to save energy at the faculty, e.g. insulation of designated buildings, reconstruction of window and door systems in selected buildings, reconstruction of roof systems and others (with solutions in the period 2021 to 2030),

k) preparation and possible implementation of the construction of a shelter for dogs and cats with possible coordination or cooperation with the city of Brno (with a solution in the period 2025 to 2030).

Investment financing of equipment

Strategic intent

To support the investment modernization of equipment and other security with the aim of increasing the equipment level of teaching and research and professional operations of clinics, laboratories and operations for carrying out experiments on animals, riding stables and other teaching and research operations of the faculty.

Measures

a) modernization and expansion of the equipment facilities of the Faculty of Veterinary Medicine - the Faculty of Veterinary Medicine has a lot of equipment and facilities for teaching students and for creative activities aimed at quality publishing activities, this equipment facilities are gradually becoming technically worn out and morally obsolete and therefore require the replacement of non-functional and outdated ones of instruments or possibly the expansion of instrumentation with new instrument technologies in order to maintain the quality of activities at FVM (with a solution in the period from 2021 to 2030),

b) modernization of servers and their databases, including the faculty's information systems, with the aim of achieving a higher degree of electrification with the possibility of sharing information between individual parts of the faculty (e.g. expanding and improving the connection of the system of electronic requests and examination results between individual laboratories and clinical workplaces of FVM, with a solution in the period 2021 to 2030),

c) instrumental support for the security of the university campus and faculty buildings, especially from the point of view of securing the control of the entry of unauthorized persons into the campus, teaching, research, operational and other buildings, premises and equipment of the faculty (with a solution in the period 2021 to 2030).

4 .10. MANAGEMENT STRATEGY AND FACULTY ORGANIZATION

Faculty management

Strategic intent

Strengthen the system of strategically oriented management and develop the management of the faculty in accordance with generally binding standards and internal regulations of the university with the aim of improving the quality of the management system, and the organization of management processes and thus increasing the quality of administrative and personnel management mechanisms.

Measures

a) strengthen the system of strategically oriented management based on the definition of strategic and sub-goals and the evaluation of their fulfillment,

b) the development of academic management systems and academic self-government in the management of the faculty in the sense of generally binding legal regulations, academic traditions and customs,

c) deepen the faculty management system and the organization of management processes in terms of the use of data important for management processes at the faculty, increasing the effectiveness of management decisions, the use of feedback mechanisms in decision-making,

d) expand the acquisition of data on the activities of faculties and the use of this data for management activities,

e) continuation of the formalization and computerization of administrative activities at the faculty with the aim of increasing the efficiency of processing administrative documents as part of management activities,

f) support and develop the public procurement system to further increase the transparency of the management of public funds and increase the level of efficiency of their spending (getting the highest benefit for the lowest possible funds),

g) increase the quality of staffing of the management mechanisms of the faculty by selecting high-quality management staff within the selection process and increasing the qualification of the management staff of the faculty through their further education in the form of training, internships, lifelong learning and further education of selected staff.

Faculty organization

Strategic intent

Organize the faculty on the principle of organizational units represented by the central management office of the dean's office, four sections uniting individual institutes, laboratories and clinical workplaces of the faculty, and a joint faculty workplace, applying a hierarchical and self-governing management structure oriented towards ensuring educational, creative, professional activity, internationalization with strengthening the quality of activities by implementing a quality system at the university.

Measures

a) carry out the management of the faculty by the dean, represented by the vice-dean (vice-dean for pedagogical activity, vice-dean for science, research and foreign relations), management of the

economic and administrative operation of the faculty by the secretary, management of administrative agendas by the secretariat,

b) performance of self-governing activities through the academic senate of the faculty,

c) discuss and possibly approve the issue of educational and scientific activity in the scientific council of the faculty,

d) discussion of changes and modifications of study plans and curricula of study programs by the Commission for Veterinary Education,

e) discussion and eventual approval of the issue of ensuring and evaluating the quality of educational, creative and related activities and internal accreditation of study programs by the University's Internal Evaluation Council,

f) advisory activities in the dean's management activities carried out by the dean's advisory body, i.e. the dean's college,

g) advisory activities in professional issues carried out by advisory commissions and dean's councils,

h) implementation of educational, creative, professional and internationalization and related activities in undergraduate and doctoral education focusing on the realization of study programs in the field of veterinary medicine by the Faculty of Veterinary Medicine, divided into 4 sections and within them into 4 clinics with 2 central laboratories and 6 institutes and possibly other workplaces of the faculty, namely :

Small Animal Diseases Section

- Clinic for diseases of dogs and cats
- Clinic of diseases of birds, reptiles and small mammals
- Clinical laboratory for small animals

Large Animal Diseases Section

- Clinic of horse diseases
- Clinic for diseases of ruminants and swine
- Clinical laboratory for large animals

Pathobiology Section

- Institute of Pathological Morphology and Parasitology
- Institute of Genetics
- Institute of Infectious Diseases and Microbiology

Morphology and Physiology Section

- Institute of Anatomy, Histology and Embryology
- Institute of Physiology
- Institute of Pharmacology and Pharmacy

with the possible inclusion of the newly created Clinic of Poultry and Rabbit Diseases in the structure of the faculty.

4.11. PROMOTION, MARKETING AND CARE OF THE HISTORY AND TRADITIONS OF THE FACULTY

Caring for the history and tradition of veterinary education

Strategic intent

To support the care of the history of veterinary medicine, historical spaces, historical objects and documents, and to support activities that create a sense of belonging to the university and its Faculty of Veterinary Medicine in their historical context among students, academic and non-academic staff, former staff of the university, professional and other members of the public.

Measures

- a) care for a unique archive from the field of veterinary higher education in our country, which has a large number of important documents and valuable objects from the history of teaching veterinary medicine,
- b) organization of activities commemorating significant anniversaries of the university, faculties, and individual FVM workplaces
- c) organization of conferences, seminars and workshops focused on important personalities and topics of veterinary medicine,
- d) the organization of the so-called Golden graduations, i.e. graduation ceremonies held 50 years after graduation at the university with a tradition since 1968, where former graduates meet 50 years after completing their studies,
- e) support of activities aimed at caring for the history of veterinary medicine by supporting the Institute of the History of Veterinary Medicine and the activities of the Museum of the History of Veterinary Medicine,
- f) provide information about important anniversaries of FVM, promoting activities focused on the history of veterinary education and similar activities at the Faculty to the professional and other members of the public and the media.

Promotion and Marketing

Strategic intent

To expand and improve the media credit of the faculty at the international level, then at the national level among the public, potential study applicants, among those interested in cooperation with the faculty, among the professional community of veterinary doctors, among graduates, among institutions of state administration, public administration and self-government, schools, research organizations, businesses and other entities for possible cooperation and to further expand and strengthen the affiliation with the university and its Faculty of Veterinary Medicine among students, academic staff and other faculty employees.

Measures

- a) cooperate with the university department for external relations in the sense of developing a strategy for marketing and promotional activities of the faculty and their subsequent implementation,

- b) expand cooperation with the media, especially with the press, radio and television, providing information about events at the faculty and providing information for the public about the areas of activity of the faculty,
- c) issue press releases concerning the faculty,
- d) publication of articles about events at the faculty in the university magazine, which captures events at the university and its faculties and is distributed to the community of students, academic staff, members of the university's academic bodies, and to institutions, organizations, businesses and other subjects cooperating with the faculty,
- e) creation of presentation documents of the faculty with the aim of promotional and marketing use for various target groups – applicants, students, graduates, the public, authorities, institutions, businesses and other interested parties in the university,
- f) operate the university's website with continuous updating of content related to events at the faculty,
- g) involvement of the faculty as part of its presentation in social networks (e.g. Facebook, Twitter, etc.),
- h) maintain a uniform presentation visual format of the university,
- i) presentation of educational activities at the faculty for those interested and applicants for studies, for students, graduates, professionals and other members of the public providing information on the scope and quality of education in the study programs of the faculty, faculty's research activity in a form accessible to the professional and other public providing information on the scope and quality of research and its importance for society,
- k) presentation of professional activities at the faculty providing information on the scope, quality and significant changes in the provision of veterinary care,
- l) the organization of selected activities of the faculties with the participation of professionals and other members of the public on and off the campus, especially connected with the anniversaries of the faculty and the traditions of the university, supporting the sports, cultural and interest life of students at the university,
- m) cooperation with research organizations on promotional activities related to large research projects and other research activities,
- n) participation in international activities raising awareness of education for foreign applicants to study at the faculty, and research and other academic activities of the faculty abroad, for example, international and national fairs promoting awareness of the faculty.

5. SWOT ANALYSIS

With the use of SWOT analysis, it is possible to identify its strengths and weaknesses, as well as its opportunities and risks, from the point of view of the further development of the main activities of the faculty.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	RISKS
1. EDUCATIONAL ACTIVITY			
<ul style="list-style-type: none"> – The tradition of veterinary education at the faculty given by the more than 100-year history of the university institution; – Institutional Accreditation; – International evaluation of educational activities organized by the European Association of Veterinary Faculties and Universities (EAEVE); – Organization of the clinical teaching system according to animal species, quality curriculum, including the tradition of practical teaching; – Interest in studying the Veterinary Medicine program, the possibility of choosing quality students; – English degree program; – Supporting the mobility of students and academic staff of the faculty through the Internal Mobility Agency (IMA); – Campus: environment, buildings, the city of Brno as a university center. 	<ul style="list-style-type: none"> – High numbers of students not corresponding to the capacity of the clinics; – Low number of European or American specialists; – Suboptimal age and qualification structure of teachers, lack of personalities in certain fields; – Little interest of academic staff in comprehensive academic profiling; – Little effective feedback from stakeholders; – Unclearly defined learning outcomes at the level of some curriculum subjects. 	<ul style="list-style-type: none"> – Clinic System; – Applicability of graduates; – Curriculum differentiation; – Collaboration with practice and stakeholders; – ŠZP Nový Jičín with the development of facilities for quality practical teaching for students with a focus on breeding and veterinary medicine of farm animals; – The internal educational agency of the university (IVA), supporting the modernization and innovation of education at the faculties in the form of grants with student involvement; – Development of distance forms of education using digital technologies. 	<ul style="list-style-type: none"> – High economic demand of veterinary education and underfunding of education; – Replaceability of personalities, low prestige of academic positions; – Potential problems with national accreditation; – Limitation of face-to-face forms of teaching in connection with extraordinary anti-epidemic measures with an impact on the quality of practically focused veterinary education; – The passivity of one part of the students; – The infectious situation in livestock farms leading to the ban on access to livestock farms and thereby limiting the possibilities of practical teaching for students; – Isolation from practice.

2. CREATIVE ACTIVITY			
<ul style="list-style-type: none"> – Involvement of academic staff and doctoral students in the CEITEC project as an internationally evaluated center of excellent research; – Involvement of academic staff and students in research projects of the Internal Creative Agency (ITA); – Realization of specific university research with the participation of students in solving projects of the Internal Grant Agency (IGA); – Background for creative activity in the form of special technical equipment of laboratories and modern clinical workplaces with accredited spaces for animal experiments; – Excellent interdisciplinary clinical research; – Transfer of the results of creative activity to the teaching of study programs; – Membership of academic staff in scientific and branch councils of other institutions, panels of grant agencies, editorial boards of scientific journals, etc. 	<ul style="list-style-type: none"> – Low motivation of academic staff in applying for project funding within national grant agencies; – Insufficient activity in relation to European grants and programmes; – A low number of outputs from creative activity with the potential for application in practice (patents, utility models, certified methodologies, research reports, etc.); – Insufficient involvement of some academic staff in R&D activities; – Little administrative support when submitting grants. 	<ul style="list-style-type: none"> – Cooperation with other research organizations in the submission of joint projects of grant agencies; – Cooperation with businesses and firms in the field of contract research and submission of grant agency projects; – Involvement in R&D activities within CEITEC and the Veterinary Research Institute; – The role of the faculty in the definition and support of priorities in connection with the current methodology for the evaluation of R&D activities. 	<ul style="list-style-type: none"> – Change in the institutional funding of academic institutions (through the introduction of Methodology 17+) with an unclear impact on the future funding of creative activity at the faculty; – Underfunding of science in the Czech Republic, little flexibility in science funding and high administrative demands of scientific work; – Departure of high-quality faculty researchers to other research institutions or research centers; – Decrease in interest in doctoral studies due to insufficient scholarship support; – Low success in obtaining funds to support research within the framework of calls from national and transnational grant agencies.

3. OTHER AREAS			
<ul style="list-style-type: none"> – Multi-source funding of the faculty with the majority of funds from the state budget of the Czech Republic; – Implementation of a comprehensive system of assurance and internal quality assessment; – Implementation of a system of control, auditing and combating plagiarism; – Clearly defined powers and responsibilities of individual faculty bodies; – Facilities for students (SIC, dormitories, gymnasium); – Active involvement of academic staff of the faculty in national and international educational institutions (EAEVE, VETNEST), professional associations and professional organizations; – Implementation of highly specialized veterinary treatment, preventive and advisory activities within the laboratory and clinical workplaces of the faculty; – Anchoring in the social life of the city of Brno, good information and promotion; – Support for the activity and care of the history of veterinary education 	<ul style="list-style-type: none"> – High workload of workplaces implementing non-stop operation and services for the public in addition to teaching and creative activities; – Decrease in the number of foreign students (self-paying); – Low awareness of the importance of quality control at lower levels of management and its formal implementation; – Insufficient computerization of administrative processes; – Little flexibility in HR; – Lower participation of practitioners in teaching. 	<ul style="list-style-type: none"> – Wider international cooperation at the level of institutes/clinics; – Realization of international study programs of the "Double Degree" type and supervision of dissertations under double supervision (Cotutelle); – Streamlining work at all levels of management; – Use of feedback mechanisms in decision-making and management; – Support for the specialized education of the faculty's academic staff in the sense of obtaining European or other internationally recognized specializations; – Elaboration of career rules for faculty employees and career sheets of academic staff as a tool for their further professional development; – Strengthening in the field of marketing and promotion of study programs, professional activities and cooperation with practice; – Appreciation of academic staff for the high-quality educational activity or for significant creative activity at the university/faculty by awarding the rector's/dean's prize. 	<ul style="list-style-type: none"> – Potential problems with international or national accreditation; – Decrease in international prestige, risks for ASP in terms of accreditation and interest of applicants; – Low wage competitiveness against the private sector with the risk of quality workers leaving; – Lack of funds for the replacement of instrumentation and technical equipment with an impact on the quality of services provided and a decrease in competitiveness.

through the Institute of the History of Veterinary Medicine.			
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6. CONCLUSION

By fulfilling the set goals formulated in the Strategic Plan until 2030, the VETUNI Faculty of Veterinary Medicine will strengthen its position as a high-quality and unique educational institution focused on veterinary medicine. The implementation of the strategic goals of the faculty in accordance with the goals of the university will significantly increase the quality of activities at the university and allow further increase of the international, national and regional credit of the university and its Faculty of Veterinary Medicine.

List of abbreviations used:

AAVMC- Association of American Colleges of Veterinary Medicine
ASP – English study program
CEITEC – Central European Institute of Technology
CR – Czech Republic
DSP – Doctoral study program
EAEVE - European Association of Veterinary Faculties and Universities
EU - European Union
FVM – Faculty of Veterinary Medicine
HAP – assessment of academic staff
IGA - Internal Grants Agency
IMA - Internal Mobility Agency
ITA - Internal creative agency
IVA - Internal Education Agency
MSP – master's study program
SIC – Student Information Center
ŠZP – School agricultural enterprise
R&D – scientific and research
VETNEST – Central European Association of Veterinary Faculties
VETUNI – University of Veterinary Sciences Brno