

Re-visitation SER
Faculty of Veterinary Medicine
University of León

November 2016

Introduction

On the basis of a previous report of an Evaluation Committee (chairperson Dr. Thierry CHAMBON), following a visit to the establishment (1-5 December 2014), on May 2015, 20th, the ECOVE adopted a Final Decision about the status of the Faculty of Veterinary Medicine of the University of León, Spain (FVMULE) in relation to the Standards of the EAEVE-FVE (as they were adopted in May 2012). The ECOVE Final decision was NON APPROVAL and it includes a list of three Major Deficiencies as well a Comment:

“List of Major Deficiencies:

- *Deficiency 1: Lack of strategic plan for the Establishment an especially for its VTH.*
- *Deficiency 2: Insufficient case load in all species and as a consequence, insufficient compulsory hands-on clinical training.*
- *Deficiency 3: Insufficient exposure to emergency cases.*

Comment: The committee also notes from the SER that the number of equine necropsy is extremely low.”

From December 2014, 5th, onwards, the Faculty of Veterinary Medicine of the University of León (Spain) (FVMULE) has been working in order to solve the previously cited deficiencies and to train veterinarians according to the EAEVE-FVE standards. On the basis of a strategic plan (approved on March 2015), including the diagnostic of the situation, objectives to get, measures to be taken, timeframe, as well as indicators to evaluate the achievement of objectives, the case load (in all species, both in the Veterinary Teaching Hospital and in extramural activities) being managed by undergraduate students (with teacher supervision) was considerably increased, resulting in a substantial increase in their hands-on clinical training. On the other hand, as a consequence of a full-time service of the Veterinary Teaching Hospital (VTH), that is 24 hours a day from the 365 days of the year, and other measures, undergraduate students (with teacher supervision) are exposed to a higher number of emergency cases that they were before December 2014. Also, the exposure (students supervised by teachers) to equine necropsies has been considerably increased.

As a consequence of the previously cited measures, the Faculty of Veterinary Medicine of the University of León (Spain) considers that it fulfills all the standards established by the ECOVE-FVE in relation to the training of European veterinarians.

The report of the Group of Experts visiting the FVMULE on December 2014 lists also three major deficiencies in some different way that in the ECOVE Final Decision (see below), although all of them were also considered by the FVMULE and, as it is explained before, all of them have been satisfactorily solved in the opinion of the FVMULE.

List of major deficiencies (according to the Group of Experts visiting the establishment):

- *lack of strategic plan for the Establishment and especially for its VTH;*
- *insufficiency of compulsory hands-on clinical training and insufficient exposure of undergraduate students to emergency cases;*
- *insufficient caseload in the VTH and insufficient number of equine necropsies.*

The cited report of the Group of Experts visiting FVMULE also includes a list of minor deficiencies

Minor deficiencies:

- *lack of Establishment's strategy for solving its identified weaknesses;*
- *insufficient profitability of the clinical and other services (diagnostic, expert, research, ..);*
- *insufficient caseload in the VTH and equine necropsies;*
- *lack of business plan for the development and management of the VTH;*
- *storage of controlled drugs not compliant with Good Pharmacy/Clinical Practices;*
- *lack of real 24h ambulatory clinic in food-producing animals;*
- *insufficient compulsory hands-on clinical training in all species;*
- *low number of support staff in the VTH;*
- *lack of systematic evaluation of the day-one skills and competences;*
- *lack of computerised clinical database;*
- *lack of recruitment of young teaching staff during the last decade;*
- *insufficient number of European College registered residency programmes.*

All these minor deficiencies were also considered by the FVMULE and measures were taken in order to solve them. As it is stated later in a specific analysis of each deficiency, the majority of them have been solved and, for the rest, a process is in place in order to get its solution.

On the other hand, the number of cases being managed in the VTH of the FVMULE is increasing during the current academic year (2106/2017). Also, the number of students being admitted to initiate their veterinary training in the FVMULE was decreased from 120 per year to 105 per year. This measure (reduction in the number of admitted students) was applied in the academic year 2016/2017 (students entering in this course) and is to be applied also in the following courses (reduction to 100 students since 2017-2018). As a consequence, it is expected that the hands-on clinical training of veterinarians formed in the FVMULE improves along the next years.

1. Correction of the Major Deficiencies

1.1. Major Deficiency 1: *Lack of strategic plan for the Establishment an especially for its VTH*

1.1.1. Factual information:

Although, as it is stated in the report of the Group of Experts, the Faculty of Veterinary of León has clearly defined objectives, in December 2014 it did not have a real strategic plan on the future development of the Faculty, which would include concrete action plans and dates of execution.

In March 2015 it was drafted the "Strategic Plan for the Faculty and VTH 2015-2020" (SP2015-2020) and completed in 2015. The entire SP2015-2020 document is incorporated as an Annex to this document (Annex I).

The SP2015-2020 has been designed with the objective of achieving the immediate challenges of this Institution and reaching excellence in the performance of its own functions. Once we carried out an analysis of the strengths and weaknesses of the establishment, the five strategic focus areas considered essential for the Faculty of Veterinary of Leon and the Veterinary Hospital are:

1. Teaching and Learning
2. Clinical teaching activities - Veterinary Teaching Hospital
3. Research activities
4. Dissemination to Society
5. Resources and infrastructures

Strategic area 2 is dedicated to clinical teaching and it has been elaborated and developed in a more detailed and extensive way, since it deals with the VTH, a service dedicated to the clinical training of Veterinary students and called to become a reference center in the Community Autonomous of Castilla y León.

Each area is integrated by several strategic objectives. For each objective, concrete action plans have been defined, with those responsible for their implementation and the expected deadlines, as well as compliance indicators. An internal committee of the FVMULE has evaluated every six months the degree of compliance of the objectives.

1.1.2. Comments:

The implementation of SP2015-2020 is being developed as planned. The plan focused firstly on major shortcomings –increase in the caseload and emergencies-, so that priority and critical objectives have already been satisfactorily achieved.

In the opinion of the FVMULE the major deficiency 1 has been satisfactorily solved.

1.2. Major Deficiency 2: *Insufficient case load in all species and as a consequence, insufficient compulsory hands-on clinical training*

1.2.1. Factual information

Comments in the report of the Group of Experts visiting the establishment:

Clinical Sciences 4.4

“The number of companion animals seen at the VTH was insufficient to guarantee adequate exposure of students to patients (and accordingly hands-on training)”.

“Time spent by each student on extramural large animal medicine consultations should be increased”,

“Commonly groups of 10 students examine patients, which is above the recommended 5-6 students”.

“The majority of students do not perform supervised simple surgeries, e.g. castration and ovario-hysterectomy in companion animals, or any surgery in large animals”.

A) Exposure of students to small animals (patients) and hands-on training on this topic.

Over these two years Strategic Objectives 2.1, 2.2 and 2.3 of the Strategic Plan have been immediately implemented to achieve an increase in the number of cases in all species.

Caseload data of companion animals seen at the VTH, which they have been used in full for hands-on training of undergraduate studies, in the last three years are shown in table 1.

Table 1.- Number of cases of companion animals seen at the VTH

	Academic year 13/14	Academic year 14/15	Academic year 15/16	increase 15/16 vs 13/14	average (three last years)
Consultations	1147	1875	2038	78%	1687
Follow up consultations	256	351	554	116%	387
Diagnostic imaging	661	801	1672	153%	1045
Surgery	182	362	372	104%	305
Hospitalization	73	371	612	738%	352
Total	2319	3760	5248	126%	3776

B) Hands-on training of students on large animal medicine.

Caseload data of large animals been used in the training of students has been increased in the last two courses, both in the VTH and in extramural activities.

In tables 2 and 3 they are shown the cases of horses, ruminants and swine examined in the VTH in the last three academic years. All of them have been used in the training of undergraduate students. In tables 4 and 5 they are presented the number of visits made by undergraduate students to food-producing farms as well as the number of cases of large animal seen extramurally (ambulatory clinic activity).

Table 2.- Number of equine clinical cases seen at the VTH

	Academic year 13/14	Academic year 14/15	Academic year 15/16	increase 15/16 vs 13/14	average three last years
Consultation	80	128	136	70%	115
Consultation of revision	5	6	8	60%	6
Diagnostic imaging	58	68	76	31%	67
Surgery	59	80	71	20%	70
Hospitalization	47	89	88	87%	75
Total	249	371	379	52%	333

Table 3.- Number of ruminant and swine clinical cases seen at the VTH

	Academic year13/14	Academic year 14/15	Academic year 15/16	increase 15/16 vs 13/14	average three last years
Consultation	16	21	67	319%	35
Consultation of revision	0	4	4	400%	3
Diagnostic imaging	1	2	2	100%	2
Surgery	1	4	8	700%	4
Hospitalization	2	6	37	1750%	15
Total	20	33	114	470%	59

Table 4.- Number of visits to food production units/farms

	Academic year13/14	Academic year 14/15	Academic year 15/16	increase 15/16 vs 13/14	average three last years
No. of visits to ruminant and pig herds	35	56	68	94.3%	53
No. of visits of poultry and farmed rabbit units	6	9	9	50.0%	8

Table 5.- Number of cases seen at the ambulatory clinic

	Academic year13/14	Academic year 14/15	Academic year 15/16	increase 15/16 vs 13/14	average three last years
Cattle	2164	2798	3098	43,2%	2687
Small ruminants	486	1256	2481	410,5%	1408
Pigs	2477	3417	4257	71,9%	3384
Equine	46	72	82	78,3%	67
Small animals	31	43	51	64,5%	42

C) Size of groups of students for clinical training.

With the implementation of all subjects of the Veterinary Degree, in particular, the subject "Clinical Rotation" (taught since February 2015), the clinical training of students in the VTH, is performed in groups of up to 5 students.

On the other hand, training on large animal medicine is made individually. With the start-up of the "Clinical Rotation" (taught since February 2015) each undergraduate student accompanies a veterinarian (1 only student with 1 veterinarian) who performs ambulatory clinic activity for 8 days (8 hours per day).

D) Simple surgeries and surgery in large animals

In the Clinical Rotatory, since February 2015, each student performs mandatory a hysterectomy (bitch or cat). Additionally, most students castrate a male (dog or cat). Within the activities programmed in the Clinical Rotary, each student carries out the castration of at least one pig.

1.2.2. Comments

The small animal number of cases achieved in these two years has been based on:

- ◆ Collaboration with animal protection societies which guarantees a flow of patients for their sanitation and/or surgical processes. Currently, there are collaborations with mainly 3 societies, providing a sufficient number of cases to allow the participation of the students.
- ◆ 24 hour, 365 days per year Attention Service, that provides better visibility of the Hospital for potential patients and local and provincial veterinary professionals.
- ◆ Increase in number and activity of specialist teachers attached to the Hospital up to 19.
- ◆ Recruitment of nationally accredited clinical veterinarians (AVEPA) in Soft Tissues Surgery, Traumatology, Anesthesiology, Diagnostic Imaging.
- ◆ Increase in the number of Interns Resident Veterinarians, reaching 10 (5 of first year and 5 of second year with appropriate training program).
- ◆ Increase in the number of services offered by the Veterinary Hospital:
 - Oncology Service
 - Haematology Service
 - Cell Therapy Service
 - Vascular and Interventional Radiology Service
 - Reproduction and Obstetrics Techniques Service
 - Digital-3D Prosthetic Reconstruction Service in amputated animals
- ◆ Improved management and administration of the VTH, through the new recruitment of two full-time staff.
- ◆ Collaboration with a larger number of veterinary clinics, in order to increase the number of referred cases, especially in the Emergency Service.
- ◆ Repair and acquisition of new equipment (monitors, optical instruments,..)
- ◆ Improvement of customer service, reception, marketing and advertising of the VTH.

The number of cases of large animals has risen due to the increase in the number of days that the student dedicates to the ambulatory clinic (from 5 to 8 days) and the number of veterinarians hired for these activities (from 4.5 to 8 Veterinarians). Increased number of visits to farms (a veterinarian accompanied by a single pupil), for a longer period, has allowed the student to be exposed to a greater number of farm animal cases.

The current situation and activity of the Hospital, with a greater clinical dedication of the academic staff, the increase of specialist veterinarians and resident scholars, as well as the number of clinical services, allows the reduction of the number of students "managing" clinical cases under the supervision of a docent to 5 per group.

The combination of both intramural and extramural increases of clinical cases and the reduction in the number of students per group in clinical practice, has led to a notable improvement in the hands-on clinical training that allows the achievement of standards.

In opinion of the FVMULE the major deficiency 2 has been satisfactorily solved.

Other measures to improve the clinical training of veterinary students of the FVMULE in the next years:

- ◆ A reduction in the number of new enrolling students has taken place in the academic year 2016-2017, from 120 to 105, and for the course 2017-2018 it will further decrease to 100 students, thus increasing significantly in the near future the ratio clinical cases / Number of students.
- ◆ Since academic year 2016-14, 1st year students participate in the activity of the Hospital through the subject "Introduction to Veterinary". In groups of two, students attend over the weekends for a period of 4 hours to the small and large animal hospitalization area, with the aim of becoming familiar with this type of activity.
- ◆ The incorporation of a specialist veterinarian in Critical Care and Emergencies, from the Royal College of United Kingdom, which will contribute, together with all the necessary works and investments, to the promotion and publicity of the Emergency Service of the VTH.
- ◆ Contacts have started to have an ECVS Diplomate (European College of Veterinary Surgeons) for Large Animals. Initially, he would work on a part-time basis and, on the longer-term, on a full-time basis and thus an European Residency program in Veterinary Surgery will be implemented.
- ◆ In addition, the Hospital Management has established contacts with the ECVS to create an alternative residence program.

1.3. Major Deficiency 3: *Insufficient exposure to emergency cases*

1.3.1. Factual information:

Comments in the report of the Group of Experts visiting the establishment:

Clinical Sciences 4.4:

"Insufficient exposure of undergraduate students to emergency cases".

Data on emergency consultations at the VTH for the last three academic years are shown in Table 6.

Table 6.- Number of emergencies cases seen at the VTH

Species	ACADEMIC YEAR 13/14	ACADEMIC YEAR 14/15	ACADEMIC YEAR 15/16
Exotic animals	0	8	10
Canine	1	19	123
Feline	0	3	23
Equine	11	19	34
Bovine Ovine Porcine	0	0	2
Total	12	49	192

With respect to emergency cases related to ambulatory clinic, as it has already been mentioned in section 1.2.1, the number of cases of food producing animals has increased significantly, and as a result, the number of emergency cases has also increased. In the Clinical Rotation of 5th year, the student is required to carry out 3 days of ambulatory clinic (8 hours per day), and in other subjects it also performs another 3 days (8 hours per day) exposing himself to the emergencies attended.

There is a very significant increase in the cases of emergencies in the VTH due to:

- Emergency services 24 h, 365 days at the VTH.
- General increase in the number of cases at the VTH (see 1.2.1).
- Emergency service staff, with two residents (R1 and R2) physically present, as well as an Emergency Surgeon on duty (on call).
- Organization of the Clinical Rotation of 5th year in a way that each student must stay two nights and a full day in the emergency room on public holidays, in addition to the usual schedule during consultation hours, for a period of 3 weeks.

In opinion of the FVMULE the major deficiency 3 has been satisfactorily solved.

1.4. Comment on the ECOVE Final Decision

Comments in the report of the Group of Experts visiting the establishment:

Animals & teaching materials of animal origin. 7.2:

“In the team’s opinion, the requirements regarding Animals and Teaching Material of Animal Origin as they are laid down in Annex I of the SOP are not met, because of insufficient caseload in the VTH and insufficient number of equine necropsies”.

In academic years 2012-13 and 2013-14 courses, only 1 equine necropsy was performed. In the two successive courses 2014-15 and 2015-16, three necropsies of this species have been performed (see Table 7) and the number of necropsies of food-production animals also increased.

Table 7.- Number of necropsies of large animals over the past 3 years

Species	Number of necropsies			Average
	Year 2014	Year 2015	Year 2016*	
Food-producing animals: Cattle	28	81	42	263
Small ruminants	105	193	142	
Pigs	51	112	36	
Equine	1	3	3	2,3

* 1th January-30th September 2016

The number of necropsies of poultry, rabbits and companion animals performed at the FMVULE in the last three years are shown in table 8.

Table 8.- Number of necropsies of poultry, rabbits and companion animals over the past 3 years

Species	Number of necropsies			Average
	Year 2014	Year 2015	Year 2016*	
Poultry	172	217	159	187
Rabbits	4	6	3	
Companion animals	Dogs	42	86	144,6
	Cats	10	20	
	Exotics	56	57	

* 1th January-30th September 2016

An agreement has been established between the Faculty and the VTH with the company in charge of collecting and destroying the bodies of the different owners and clinical veterinarians, so that they move on average 20 horses annually to the necropsy room of the VTH. Once the necropsy is carried out with the students, the body will be collected and destroyed by the same company.

The VTH has hired in 2016 a veterinarian to carry out horse necropsies. This veterinarian is also carrying out the European residency program to obtain the European Diplomate in Veterinary Pathology. The aim is to establish a joint residence program with other European Faculties.

On the other hand, the Necropsy Room of the VTH has been conditioned and it is operating since the beginning of 2016. This allows necropsies to be performed on horses that die in the HTV.

Since 2016-17 academic year, the number of horse necropsies used in the training of veterinary students is 10.

In opinion of the FVMULE the observation in relation to the number of equine necropsies has been satisfactorily solved.

2. Correction of the Minor Deficiencies

2.1. Minor Deficiency 1: lack of Establishment's strategy for solving its identified weaknesses

2.1.1. Factual information

Suggestion in the report of the Group of Experts visiting the establishment:

Objectives and Strategy. 1.1:

"To inform the students, the stakeholders and the public about the future development of the Establishment, the later should develop a real strategic plan describing how and when their objectives will be achieved and when the weaknesses will be corrected".

The lack Establishment's strategy to overcome its weaknesses has been solved through the elaboration and implementation of the Strategic Plan of the Faculty and of the VTH described in section 1.1. and developed in Annex I.

In opinion of the FVMULE the minor deficiency 1 has been satisfactorily solved.

2.2. Minor Deficiency 2: insufficient profitability of the clinical and other services (diagnostic, expert, research)

2.2.1. Factual information

Suggestion in the report of the Group of Experts visiting the establishment:

Finances. 3.3.1.

"The profitability of the VTH and other services (e.g. expert, technical, diagnostic and contract research services) should be increased in order to provide additional funding to improve clinical training".

Profitability of clinical services, mainly, in addition to others offered by the Faculty and Hospital, has not traditionally been considered as a priority within the objectives of the Faculty. Nevertheless, taking into account the current economic situation, especially for the Hospital, to obtain economic resources through this route is advised.

This, in the Strategic Plan of the Faculty of Veterinary Medicine 2015-2020, the increase in revenue for the Hospital is planned in strategic area 2, strategic objective 2.1, Strategy 2.1.9.- Development of an economic strategy for the Hospital - increase of the Hospital's income through consultations and other clinical services (technical, diagnostic,...).

The hospital's income has increased significantly over the last two years as shown in Table 9, in correlation with the increase in the number of cases. Income finances the current expenses of the consultations.

Table 9.- Consultations income at the VTH

	Academic years 12/13 and 13/14	Academic year 14/15	Academic year15/16
Revenue (euros)	120,000	122,622	193,956

2.2.2. Comments

An agreement has been reached with the Government of Castilla y León so that in their budgets they will have a special chapter for financing the VTH, taking into account that it is the only centre of these characteristics in Castilla y León.

The Hospital is developing cooperation agreements with companies and public and private institutions that provide funds and infrastructure to the Hospital.

This same strategy can be applied to other clinical, research, etc., services in other departments of the Faculty of Veterinary.

2.2.3. Suggestions of improvement

Measures have been taken to correct this deficiency.

2.3. Minor Deficiency 3: insufficient caseload in the VTH and equine necropsies

2.3.1. Factual information

Comments in the report of the Group of Experts visiting the establishment:

Animals & teaching materials of animal origin. 7.2.

“In the team’s opinion, the requirements regarding Animals and Teaching Material of Animal Origin as they are laid down in Annex I of the SOP are not met, because of insufficient caseload in the VTH and insufficient number of equine necropsies”

The insufficient number of cases in the Hospital and of horse necropsies has already been addressed previously in this Re-SER in sections 1.3. Correction of the Major Deficiencies and 1.4.

In opinion of the FVMULE the minor deficiency 3 has been satisfactorily solved.

2.4. Minor Deficiency 4: lack of business plan for the development and management of the VTH

2.4.1. Factual information

Suggestion in the report of the Group of Experts visiting the establishment:

Objectives and Strategy. 1.1.

“Of particular relevance is that a business plan to increase the clinical caseload should be developed”.

Strategic Plan of the Faculty of Veterinary Medicine proposes as an objective in the strategic area 2, strategic objective 2.1. Strategy 2.1.9, the development of an economical strategy with the following action plans:

- Study of the current economic situation of the VTH.
- Elaboration of an economic plan for the effective maintenance of the VTH.
- Increase of the Hospital's income through consultations and other clinical services (technical, diagnostic,..), as previously indicated in section 2.2.1.
- Search for external funding for the VTH.

2.3.2. Comments

It is estimated to be able to successfully reach this objective and correct this deficiency in the mid-term (3.4 years). In any case, the measures adopted in the last two years have resulted in an increase in the Hospital's revenues (see section 2.2).

2.5. Minor Deficiency 5: storage of controlled drugs not compliant with Good Pharmacy/Clinical Practices

2.5.1. Factual information

Comment in the report of the Group of Experts visiting the establishment:

Clinical Facilities & Organisation. 6.2.

“Controlled drugs are not stored according to standards of good clinical practice/good pharmacy practice”.

As a result of the visit of the EAEVE Committee in December 2014, the VTH became aware of the need of storing and dispensing drugs in accordance with good pharmaceutical or clinical practice.

In this way, the following organizational measures have been adopted to ensure good practices in the pharmacy service:

Drugs are stored in two different locations:

1. Pharmacy box: where all drugs of general use are found, with the exception of opiates and stupeficients. This box complies with all current legislation, and only the following persons have access to it: the veterinarian responsible for the Anesthesia Service, and the second year resident veterinarians (R2) of the Anesthesia and Hospitalization Services Intensive Care Unit). There is an inventory, so that every time drugs are removed, it must be properly registered.
2. Drug storage cabinet, located in the Hospitalization area and where the necessary drugs for the Intensive Care Unit are stored. In addition, this cabinet has a locked area, where the opioids and stupeficient are stored, and only the following persons have access to it: the veterinarian responsible for the Anesthesia Service, and second year resident veterinarians (R2) of the Anesthesia and Intensive Care Unit services.

Complying with the current legislation, there is an Opiate Registry Book, which records the use of opiates, date, quantity, medical history, etc. For the acquisition of this type of narcotic drugs (opioids) it is necessary that the person responsible for the Anaesthesiology Service issues the corresponding narcotic prescriptions, duly filled in.

Finally, it is worth noting that the Medicines Act in Spain does not oblige Veterinary Hospitals to have a professional pharmacist, since it is a Pharmacy that does not manufacture medicines or sell to the public and that drugs are only intended for use within the hospital setting.

In opinion of the FVMULE the minor deficiency 5 has been satisfactorily solved.

2.6. Minor Deficiency 6: lack of real 24h ambulatory clinic in food-producing animals

2.6.1. Factual information

Findings in the report of the Group of Experts visiting the establishment:

Clinical Sciences. 4.4. and Clinical Facilities & Organisation. 6.2.

“The VTH has no separate functional mobile clinic (for Establishment staff and students while visiting outside farms) for the Reproduction and Obstetrics Unit”.

“there is no mobile clinic associated with the Obstetrics unit”

The training of FVMULE students in the aspects related to the clinical-assistential activity of large animals (including reproduction and obstetrics) is carried out through the practices of with Collaborating Veterinarians that serve in different farms. A pupil accompanies each veterinarian for 8 days (8 working hours a day).

This activity has been boosted in the last two years, and the number of cases of the different species has increased (see point 1.2.1), as well as the number of hours dedicated per student to this activity (see point 1.2.1), included in the Clinical Rotation subject.

On the other hand, during these practices students are involved in cases of emergencies on the assigned days, and on non-working days (weekends, holidays, nights).

In addition, coordination of activities within the scope of research projects have been implemented, mainly in the Reproduction and Obstetrics Unit, in which pregnancy controls, inseminations, gestation ultrasound, laparoscopies, etc. are carried out, in bovine and ovine. About 50 students per course participate in these activities.

2.6.2. Comments

As reflected in strategy 2.3.2 of the Strategic Plan, the aim is to strengthen the ambulatory clinic service and its coordination with the TVH.

In opinion of the FVMULE the minor deficiency 6 has been satisfactorily solved.

2.7. Minor Deficiency 7: insufficient compulsory hands-on clinical training in all species

2.7.1. Factual information

Comment in the report of the Group of Experts visiting the establishment:

Clinical Sciences. 4.2.

“The number of companion animals seen at the VTH is insufficient to guarantee adequate exposure of students to patients (and accordingly hands-on training)”.

The hands-on clinical training of veterinary students is already sufficiently guaranteed thanks to the increase in cases in the VTH and the decrease in the number of students per group in clinical training (see section 1.2).

In opinion of the FVMULE the minor deficiency 7 has been satisfactorily solved.

2.8. Minor Deficiency 8: low number of support staff in the VTH

2.8.1. Factual information

Suggestion in the report of the Group of Experts visiting the establishment:

Academic teaching & support staff. 10.3

“the number of support staff should be related to the number of animal consultations and would be expected to increase with the workload”.

Since the reopening of the Veterinary Hospital in October 2013, and the increase in the clinical activity, the support staff at the VTH did not cover the needs in this regard.

In response to this deficiency, the Strategic Plan (strategy 2.1.3) proposes the hiring of support staff in the areas of administration and reception, veterinary auxiliaries, veterinary technicians and animal caretakers.

Since December 2014, two people for the administration-reception of the Hospital, a specialist in radiology and two animal caretakers have been recruited, which significantly reinforce the support staffing of the VTH.

Following the Strategic Plan of the Faculty of Veterinary Medicine, in case that the number of cases continues to grow, the support staff will also be increased.

In opinion of the FVMULE the minor deficiency 8 has been satisfactorily solved.

2.9. Minor Deficiency 9: lack of systematic evaluation of the day-one skills and competences

2.9.1. Factual information

Suggestion in the report of the Group of Experts visiting the establishment:
Examinations. 5.2.

“In particular, day-one skills should be checked and registered systematically”

The 41 day-one skills (contained in the SOPs of the GA of Budapest in May 2012) were contemplated in the design of the training program and in the corresponding evaluation processes.

At the time of the visit in December 2014, the subjects of the Degree in which the global and specific evaluation of these competences were to be carried out had not yet begun.

With the implementation of the 5th year of the Veterinary Degree in the academic year 2014-2015, the assessment and registration of the day one skills has been completed. In the second semester of the 5th year, in which students carry out the external practices -Clinic, Animal production and health, Food Hygiene and Technology and Placements-, in addition to the Final Degree Project, an evaluation and verification of the acquisition of day skills is carried out

In addition, an "attendance notebook, work diary and certifications of skills acquired by the student" has been implemented for the Clinical Rotation. Each student must perform a number of clinical acts or skills (i.e. castration of a female), which are evaluated and certified by the veterinary staff of the Hospital.

In opinion of the FVMULE the minor deficiency 9 has been satisfactorily solved.

2.10. Minor Deficiency 10: lack of computerised clinical database

2.10.1. Factual information

Comment in the report of the Group of Experts visiting the establishment:

Clinical facilities & Organisation. 6.2.

“There is no computerised clinical database”

Suggestion in the report of the Group of Experts visiting the establishment:

Library & educational resources. 8.3.

“The team strongly suggests the Establishment develops a computerised clinical database which must be easily available for both staff and students”

Obtaining and consulting clinical data from a computerized database is an indispensable source of information for the teaching and research tasks of teachers and students of the Faculty. Our Strategic Plan addresses this aspect in Strategic Objective 2.1.8. In this way, at present all the clinical records have been digitized and there is a computerized database with all of them. For this purpose, a management software (GESTORVET) has been acquired and two administrative staff have been hired to collaborate in the introduction of data and records and their registration in GESTORVET.

In order to facilitate to the VTH teachers the task of entering the information, network connected computers are available in every consulting room.

Access to the database by teachers can be done by means of a key; students can log in with the assistance of two scholarship holders (5th year students) who also carry out a daily verification and update of the database. In this way the collection of data from clinical records is easily performed and they are available for use by students and staff of the Hospital.

In opinion of the FVMULE the minor deficiency 10 has been satisfactorily solved.

2.11. Minor Deficiency 11. lack of recruitment of young teaching staff during the last decade

2.11.1. Factual information

Suggestion in the report of the Group of Experts visiting the establishment:

Academic teaching & support staff. 10.3.

“High priority should be given to renewing the teaching staff of the Establishment by recruiting young teachers with a sound academic background who can ensure the continuity of the teaching abilities of the Establishment in all its areas of expertise”.

The lack of incorporation of young teachers in the staff of the Faculty of Veterinary Medicine has been evident for several years. The economic crisis and the personnel policy of the Spanish Government (not replacing retired teachers) have determined that general situation at the whole Spanish University.

Fortunately, this circumstance begins to be corrected in the last year. In recent months, the University of León has begun recruiting Teaching Assistant Professors, which in the case of

the FVMULE correspond to two persons, one in the area of Food Technology and another one in the area of Physiology. Likewise, part-time Associate Professors are hired annually in different departments and areas. In addition, five clinical veterinarians have been recruited for the VTH. This trend will continue in the next years, with the recruitment of young teachers at the University of León. These measures are included in Strategic Objective 5.1 of the SP2015-2020.

2.12: Insufficient number of European College registered residency programmes

2.12.1. Factual information

Suggestion in the report of the Group of Experts visiting the establishment:

Postgraduate education. 12.3.

“the Establishment should consider establishing European College recognised residency training programmes in those disciplines where it has strengths, and where members of staff are Diplomates”

Currently, there are two European Diplomates more than in December 2014 (2 in Pathology, 2 in Reproduction, 2 in Veterinary Public Health, 2 in Small ruminant Health Management, 1 in Parasitology and 1 in Swine Health).

Recently a fellow for the Pathology and Hospital Anatomy Service has been incorporated, which is following the residence for the Diploma of the European College in Animal Pathology, in coordination with the Faculty of Veterinary Medicine of Glasgow.

Contacts have also been initiated to hire a Diplomate from the European College of Veterinary Surgeons of Large Animals for the Hospital, with the possibility of establishing a residency program.

2.12.2. Comments

As reflected in the Strategic Plan of the FV (Strategic objective 5.1., Strategy 5.1.1.), work is being done on proposals for residency programs recognized by the European Schools of Veterinary Specialties.

3. ESEVT Indicators

3.1. Factual information (Updated data based on the last three academic years)

The following table show the values of the ratios elaborated according to 2012 SOPs, approved by General Assembly in Budapest regarding the status of the Faculty of Veterinary Medicine at the time of the visit (December 2014) (2013-14) and at the time of this report (2015-16).

Ratios (SOPs Budapest 2012)

* Mean values for academic years 2011-12, 2012-13 and 2013-14

** Mean values for academic years 2013-14, 2014-15 and 2015-16

		2013-14 *		2015-16 **	
R1	no. undergraduate veterinary students	611	5.71	687	6.836
	no. total academic FTE in vet training	107.05		100.5	
R2	no. undergraduate students at Faculty	611	3.66	687	4.254
	no. FTE total Faculty	167.05		161.5	
R3	no. undergraduate students at Faculty	611	8.15	687	9.745
	no. VS FTE in veterinary training	75		70.5	
R4	no. of students graduating annually	104	1.39	77	1.092
	no. VS FTE in veterinary training	75		70.5	
R5	no. total FTE support staff in vet training	60	0.58	63	0.627
	no. total FTE academic staff in vet training	107.05		100.5	
R6	Supervised practical training	1422	0.88	1422	0.88
	Theoretical training	1612.5		1612.5	
R7	Labor. and dbw + non clinical animal work	924.5	1.858	924.5	1.858
	Clinical Work	497.5		497.5	
R8	Teaching load	3227	26.67	3227	26.67
	Self directed learning	121		121	
R9	Total no. hours vet. curriculum	3277	9.99	3277	9.99
	Total no. Hours Food Hygiene	328		328	
R10	Hours obligatory veterinary inspection	55	0.168	55	0.168
	Total no. Hours Food Hygiene	328		328	
R11	no. food-producing animals seen at Faculty	15	0.14	59	0.766
	no. of students graduating annually	104		77	
R12	no. of food-animals outside the Faculty	3481	33.47	7478	97.12
	no. of students graduating annually	104		77	

R13	no. of herd health visits	35	0.34	61	0.79
	no. of students graduating annually	104		77	
R14	no. of equine cases	365	3.51	333	4.32
	no. of students graduating annually	104		77	
R15	no. of poultry/rabbit cases	9.67	0.09	6	0.08
	no. of students graduating annually	104		77	
R16	no. of companion animals seen at Faculty	1310	12.59	3776	49.04
	no. of students graduating annually	104		77	
R17	Poultry (flocks)/rabbits (production units)	6	0.06	9	0.117
	no. of students graduating annually	104		77	
R18	no. necropsies food prod animals + equines	354	3.40	265	3.445
	no. of students graduating annually	104		77	
R19	no. poultry/rabbits necropsies	196	1.88	187	2.429
	no. of students graduating annually	104		77	
R20	No. necropsies companion animals	123	1.18	145	1.878
	no. of students graduating annually	104		77	

Annex I

**Strategic Plan of the Faculty of
Veterinary Medicine
of the University of León
2015-2020
*(SP2015-2020)***

STRATEGIC **P**LAN
FACULTY OF **V**ETERINARY
MEDICINE OF **L**EÓN
(SPAIN)

2015-**2**020

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1. INTRODUCTION

The Faculty of Veterinary Medicine of the University of León (FVMULE) is one of the 12 Faculties of Veterinary Medicine in Spain and the only one in the territory of the Autonomous Community of Castilla y León. As a Faculty, it is an important part of the University of León (ULE), and our teachers develop interdisciplinary programs at ULE level, Community of Castilla y León, national and international levels.

The Strategic Plan of the Faculty of Veterinary Medicine of León 2015-2020 (SP2015-2020) has been designed with the objective of achieving the immediate challenges of this Institution and reaching excellence in the performance of its own functions.

The organization and current university structure determine that the strategic actions of the Faculty of Veterinary Medicine involve both higher instances of the University of León and University Departments, in order to achieve the proposal of a global strategy for the Faculty and the efficiency in decision making.

The Strategic Plan 2015-2020 is structured in several areas, to develop its potential in the fields of medicine and health of domestic animals, production and improvement of rental animals, as well as in hygiene, technology and food safety and its implications in human health.

Our Degrees in Veterinary and in Food Science and Technology and our postgraduate programs must provide veterinarians to the society to work with the objective of ensuring animal and human health, to pursue public health.

The Faculty must continuously adapt its curriculum to meet the needs of society and this challenge must be maintained in future plans.

However, we must point out that the FVMULE **cannot grow without adequate financial support** to achieve these goals.

In this regard, the preparation of this Strategic Plan has taken into account the following studies or recommendations:

- * **VET 2020**: Development of European educational strategies: Design of veterinarian profiles identified by market needs for the year 2020:

Study in which the demands of the labor market of the Veterinary in 2020 and the new professional fields that will be opened in that year are identified.

- * **FVE Survey of the Veterinary Profession in Europe**: April 2015:

Report of the FVE working group on demographic indicators of the veterinary profession, the labor market and financial indicators in the different European countries.

- * **Policy paper on veterinary education**. Federation of Veterinarians of Europe (FVE), November 2014:

Requirements established by the FVE and the European Association of Veterinary Education Establishments (EAEVE) within the framework of the European Veterinary Training Evaluation System (ESEVT) based on European directives, supplemented by quality criteria and an assessment /accreditation required to ensure the quality of veterinary competence.

- * **Harmonisation of veterinary education: fundamental for establishing EU citizens' trust in veterinary services. European Coordination Committee for Veterinary Training (ECCVT) Statement**. 2015:

Declaration of the Veterinary Education Evaluation System of EAEVE as a European standard for veterinary education to guarantee and harmonize the training of veterinarians.

- * **Day One Competences & Annex V- European Coordination Committee for Veterinary Training (ECCVT)**, April 2015:

Document in which ECCVT specifies the day one competences, established in accordance with the European Directive 2013/55/EU.

- * **Standards & Dossier of Competencies for Accreditation of European Veterinary Post Graduate Continuous Education Programmes**. The Veterinary Continuous Education in Europe committee (VETCEE), May 2014:

Standards established by VETCEE in collaboration with the main European veterinary organizations in order to improve the level of knowledge, skills and competences of veterinarians at a level higher than graduate level, but below to a European Diplomate level.

- * **Recommendations on the Competencies of graduating veterinarians ('Day 1 graduates') to assure National Veterinary Services of quality**, World Organization for Animal Health, May, 2012:

Document detailing the recommendations of the OIE on the minimum competences expected in newly qualified veterinarians to ensure quality National Veterinary Services.

The Strategic Plan of the Faculty deals with five general strategic areas. Each of the areas of this plan has several objectives in which concrete plans of action are included.

2. CURRENT SITUATION (DECEMBER 2014)

STRENGTHS

- Reputation of the Faculty of Veterinary Medicine of León as an institution with more than 160 years of tradition in higher education and scientific research.
- Student-based veterinary education developed in accordance with the principles and standards of international veterinary education.
- Availability of adequate facilities for veterinary training.
- Consolidated teaching staff, with a high level of preparation, accredited by their years of work in the center that guarantees a high quality teaching, research and transfer of knowledge.
- Good relationships and cooperation with regional public veterinary services and public institutions and associations in the field of veterinary services.
- Excellent collaboration with scientists and professors from related institutions in Spain and outside Spain in several areas of scientific research and in teaching activity.

WEAKNESSES

- Limited budget to support the high cost of veterinary education.
- The operation of the veterinary teaching hospital has not effectively achieved the adequate clinical training of the students, in accordance with the European standards.
- Abnormally high average age of teaching staff, and lack of incorporation and projection of young teachers, which may seriously compromise the future of the Faculty of Veterinary.
- Poor relationship and coordination between basic and preclinical departments and clinical departments.

3. MISSION AND VISION

MISSION

The mission of the Faculty of Veterinary Medicine of the University of León is to educate students in the Veterinary Sciences and other related sciences, to discover new knowledge and to disseminate them to the veterinarians and other professionals in order to advance in animal welfare and health.

The Faculty of Veterinary Medicine of the University of León develops teaching, research and knowledge dissemination programs for the benefit of animals, people and environment, through the promotion of veterinary medicine, animal health and welfare, efficient and responsible animal production, hygiene and food safety and protection of public health.

VISION

The Faculty of Veterinary Medicine of the University of León, based on its status as a public institution, with the necessary resources for a good performance of its mission, aims to become a national and international reference in

veterinary education, training highly qualified veterinarians in diverse areas of professional performance, and advancing in the knowledge of veterinary sciences. In particular, taking into account the special geographic circumstances and the livestock of the region, the Faculty of Veterinary Medicine should **represent a center of excellence in the clinic of animals in the Northwest of Spain**. Likewise, the Faculty of Veterinary Medicine extends its field of training to the field of Food Science and Technology, by imparting the Graduate Degree in Food Science and Technology.

The Faculty of Veterinary Medicine of Leon must develop its activity with a global vision extending its teaching and research programs and collaborations to the national and international scope. The improvement and strengthening of its formative efficiency, facilities and financing resources, must be reflected in an innovative teaching, of lifelong learning, that responds to the changes in the veterinary profession derived from the needs of the society.

4. STRATEGIC FOCUS AREAS

The five strategic focus areas considered essential for the Faculty of Veterinary of Leon of the University of León on the next five years are:

- 1. Teaching and Learning**
- 2. Clinical teaching activities - Veterinary Teaching Hospital**
- 3. Research activities**
- 4. Dissemination to society**
- 5. Resources and Infrastructures**

Strategic area 2 has been elaborated and developed in a more detailed and extensive way, since it deals with the VTH, a service dedicated to the clinical training of Veterinary students and called to become a reference center in the Community Autonomous Community of Castilla y León.

STRATEGIC FOCUS AREA 1**TEACHING AND LEARNING**

Teaching at the Faculty of Veterinary Medicine stands as the cornerstone of the Centre's activities. It is necessary to set out specific objectives at three levels of veterinary training: Graduate, Postgraduate and Continuing Education, to achieve the comprehensive education with academic excellence in veterinary medicine, animal production and health and hygiene and food safety.

STRATEGIC FOCUS AREA 2**CLINICAL TEACHING ACTIVITIES**

VETERINARY TEACHING HOSPITAL

The Veterinary Teaching Hospital (VTH) of the University of León started operating on 30th September 2013, after the approval of operating rules that allow it to achieve its fundamental objectives:

- ▶ To promote the veterinary clinical training of the students of the Faculty of Veterinary Medicine of León.
- ▶ To provide high referral specialist clinical care.
- ▶ To offer support for the development of research projects.

MISSION

The mission of the VTH of the University of León is to provide veterinary clinical assistance of excellence with educational application and oriented to enhance the reference or second opinion aspect, with cases derived from other veterinary centres and clinics.

To this end, it is necessary to establish, with all professionals of the veterinary sector, links that favour an effective and efficient collaboration in order to obtain the best possible clinical veterinary care and the maximum satisfaction of users of the service and workers.

VISION

- ▶ To increase the offer of practical teaching in the field of veterinary clinic to the students of the Faculty of Veterinary Medicine of the University of León.
- ▶ To provide high-quality veterinary assistance to society.
- ▶ To promote clinical research and postgraduate training becoming a regional reference centre.
- ▶ As a Veterinary Hospital that promotes active participation of its work.
- ▶ For its Social Responsibility, including the care of the environment, the relationship with society and the financial balance established by the University of León.

All this with the ultimate aim of obtaining a greater recognition and teaching prestige of the University of Leon and the Faculty of Veterinary in the regional, national and international scope.

ANALYSIS OF THE ENVIROMENT

The Veterinary Hospital is located in the city of León, in the Campus of Vegazana, occupying, therefore, a geographical situation close to large population centres of the Community of Castilla y León, Asturias or Cantabria which do not have similar centres in their surroundings.

The economic relevance of the veterinary pet industry has grown significantly in recent years. The economic and educational development of veterinary medicine has

generated a large number of veterinary graduates, who have chosen to establish numerous clinics or veterinary centres, which offer veterinary services and attract their clients solely for reasons of closeness. The number of clinics and veterinary centres is especially high in the province of León, possibly due to the existence of the Veterinary Faculty. At the moment, it can be affirmed that there are two fundamental tendencies in the provision of veterinary services that benefit the activity of a veterinary hospital. The first trend, more focused on clinical practice, is to offer second opinion specialized clinical services, where it is mandatory to train more veterinary clinical staff and a technological investment. The second trend is the development of customer care within and outside the service delivery centre.

The potential market for the VTH of is segmented into two distinct types of customers. First of all, there is a segment of the market that is very loyal to veterinary clinics which, thanks to their closeness and personal contact with the client, concentrate the highest percentage of first consultations on companion animals or the visit of the veterinarian in situ for large animals and livestock. In spite of this market situation, the current proximity of the place where the Hospital is located to the urban nucleus and the offer of emergency and hospitalization services can encourage this type of clinical care for this segment.

On the other hand, there is a segment demanding specialized services, throughout the area of influence, which are based on the clinical prestige of veterinary specialists and the degree of investment in technology and not so much on the proximity of the centre.

The VTH faces a high competition. A large number of veterinarians are dedicated to the free exercise of the profession.

INTERNAL ANALYSIS

The Hospital, as can be seen in the Web of the University of León, offers several well differentiated services:

- ▶ Cardiopulmonary
- ▶ Dermatology
- ▶ Gastroenterology
- ▶ Nephrourology
- ▶ Ophthalmology
- ▶ Traumatology, Orthopedics and Neurosurgery
- ▶ Oncology
- ▶ Hematology
- ▶ Cell Therapy
- ▶ Vascular and Interventional Radiology
- ▶ Reproduction and Obstetrics Techniques
- ▶ Digital-3D Prothesic Reconstruction in amputated animals
- ▶ Large animals area
- ▶ Diagnosis support: Clinical analysis, diagnostic imaging and Infectious and parasitic diseases.

Owners are the main clients, whether those who use the Veterinary Hospital as a regular clinic or those who seek a second opinion and who arrive referred by other veterinarians. The greater is the prestige of the specialists who render the services in the Hospital, the greater the number of clients of this type will be.

SWOT ANALYSIS

The analysis of the internal and external situation can be summarized in a SWOT matrix in which weaknesses, threats, strengths and opportunities are determined and analysed.

SWOT matrix of the Veterinary Teaching Hospital

<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Lack of renovation and maintenance of some instrumental equipment that may limit the functioning. • Potential users lack of knowledge of the full functioning of the Hospital • Deterioration of some parts of the Hospital building. • Financial situation and legal form application indetermination of the Hospital. • Deficiencies in external communication 	<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Current instrumental equipment suitable for competing in the market, especially in image diagnosis. • Good image of the services provided in certain specialties. • Good disposition of teaching professionals towards the Hospital. • Good surgical service.
<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Lack of sensitivity of the public administrations towards the Veterinary Hospital • High number of clinics in the province of León. 	<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • 24 hour emergency and hospitalization service not available for some competitors. • Lack of highly specialized staff in veterinary clinics. • To satisfy the research needs in the field of human medicine. • To become a reference centre in a large for a wide geographical area

The working model of the Veterinary Hospital must be subjected to a review in order to optimize the excellent resources that it offers for the clinical training of the students, taking advantage of the casuistry of the different species, and integrating the assistance and teaching activity in a model according to the curriculum and the objectives of the veterinary training of the Faculty.

**STRATEGIC FOCUS AREA 3
RESEARCH ACTIVITIES**

In the research thematic area, the Faculty of Veterinary Medicine of León is located at a satisfactory level, thanks to the existence of well-established research groups that carry out their activities at a high level, and collaborate with scientists and professors from public institutions and private

companies both in Spain and outside Spain in several research areas. However, it is necessary on the one hand to maintain the necessary infrastructures and efficient services that facilitate current research and, on the other hand, to develop transdisciplinary research activities with its own external resources. In this respect, the internal knowledge of the research activities of the Faculty must be strengthened, in order to favor this collaboration between the different units or research groups.

STRATEGIC FOCUS AREA 4 DISSEMINATION TO SOCIETY

The Faculty of Veterinary Medicine is aware of the need of improving the knowledge of the professional activities of veterinarians and the Faculty of Veterinary Medicine in society, particularly in the geographical areas of influence, León and Castilla y León. Thus, this strategic plan includes as a strategic objective, enhancing the communication and the dissemination to society. Hence, the Faculty seeks to return the contribution and investment that citizens and public institutions made to contribute to the university training of veterinary professionals with optimal performance.

STRATEGIC FOCUS AREA 5 RESOURCES AND INFRASTRUCTURES

The development of the Strategic Plan of the Faculty of Veterinary must be tackled with the necessary guarantees. It is essential maintaining and improving the resources available to develop a program of quality education, ensuring an effective infrastructure of the Faculty and sustainable financial resources for the future that will translate into increased per-student expenditure for a quality veterinary training.

5. DEPLOYMENT OF THE STRATEGIC PLAN OF THE FACULTY OF VETERINARY MEDICINE OF LEÓN

STRATEGIC AREA 1. TEACHING AND LEARNING

Strategic Objective 1.1. Teaching program of the Veterinary Degree				
Strategy	Action plans	Responsible	Timescale	Compliance indicators
1.1.1. Development of a new Curriculum of the Degree for the Veterinary Degree	<ul style="list-style-type: none"> ✓ Design of a curriculum adapted to the needs of the society and to the actual and future reality of the veterinary profession ✓ Review of contents and time schedules of subjects ✓ Increase of the clinical work ✓ Unification of assessment tests in different subjects ✓ Improvement of English language formation ✓ Reduction in the number of students per group in clinical activities and other with similar requirements 	<ul style="list-style-type: none"> ◆ Curriculum Comission ◆ Faculty Board ◆ Intervention of external agents (Veterinary Colleges, Administration and Companies) ◆ Vice-Rector for Teaching Staff of the ULE 	September 2015- December 2016	<ul style="list-style-type: none"> ✱ Approval of the proposal of the Verification Report of new Degree in Veterinary ✱ Degree of satisfaction of graduates with the training ✱ Degree of satisfaction of teachers with the training of graduates ✱ Degree of satisfaction of employers with graduates
1.1.2. Eleven Semesters for the Veterinary Degree (330 ECTS)	<ul style="list-style-type: none"> ✓ Request trough the Conference of Deans of the increase of 30 ECTS (1 semester) for the Veterinary Degree ✓ Introduction of elective subjects 	<ul style="list-style-type: none"> ◆ Dean ◆ Conference of Deans ◆ State higher education authorities 	March 2015- September 2017	<ul style="list-style-type: none"> ✱ Official publication of the resolution of the Veterinary Degree of 330 ECTS
1.1.3. Reduction of the number of new enrolling students in the Veterinary Degree	<ul style="list-style-type: none"> ✓ Request of a progressive reduction in the number of new enrolling students in the Veterinary Degree to 100 	<ul style="list-style-type: none"> ◆ Faculty Board ◆ Education Department of the Regional Government of Castilla y León 	February 2016- September 2017	<ul style="list-style-type: none"> ✱ Limit in the number of new enrolling students in the Veterinary Degree
1.1.4. Collaborator veterinarians program for the external practical work	<ul style="list-style-type: none"> ✓ Continuity of the Collaborator veterinarians program ✓ Increase in the number of collaborator veterinarians ✓ Academic recognition with full teaching capacity and monetary remuneration ✓ Integration in the Teaching Plans of the subjects and in the departments involved 	<ul style="list-style-type: none"> ◆ Dean ◆ External Practices Committee ◆ Vice-Rector for Teaching Staff of the ULE ◆ ULE Management Board ◆ Academic Organization Vicerectorate 	April 2015 September 2016	<ul style="list-style-type: none"> ✱ Degree of satisfaction of graduates with the development and efficiency of Clinical Rotation. ✱ Increase in the caseload of production animals per student

Strategic Objective 1.1. Teaching program of the Veterinary Degree

(cont.)

Strategy	Action plans	Responsible	Timescale	Compliance indicators
1.1.5. Proposal for new cooperation agreements for the realization of supervised practice	<ul style="list-style-type: none"> ✓ To strength and increase the number of the agreements with collaborating entities (small animal clinics) ✓ To develop contracts with production farms and companies which contribute to the increase in the clinical activities of the student with farm animals ✓ To develop contracts with food companies ✓ To strength the agreements with governments or public bodies in the field of Agriculture, Animal Production and Health ✓ Recognition to the institutions of their teaching activity in the training of veterinary students 	<ul style="list-style-type: none"> ◆ Dean's Office ◆ External Practices Committee ◆ Employment guidance and orientation Center of ULE ◆ Teachers responsables for supervised practices 	January 2015- December 2020	<ul style="list-style-type: none"> ✱ Increase in the number of collaborating entities for the supervised practices ✱ Degree of satisfaction of employers with graduate training ✱ Increase in the clinical activities of the student in companion animals. ✱ Increase in the clinical activities of the student in farm animals.
1.1.6. Periodical evaluation and improvement of the curriculum	<ul style="list-style-type: none"> ✓ Preparation of internal follow up self-reports ✓ Preparation of external follow up self-reports ✓ Students and graduate surveys ✓ Decision-making after analysis of the results of monitoring and surveys ✓ Verification of compliance with day one competences 	<ul style="list-style-type: none"> ◆ Dean's Office ◆ Veterinary Degree Coordinator ◆ Quality Commission ◆ Evaluation and Quality Office of ULE 	September 2015- December 2020	<ul style="list-style-type: none"> ✱ Degree of achievement of the objectives planned in the Degree Memory ✱ Degree of satisfaction of the graduate with its veterinary training ✱ Favorable outcome of the internal and external evaluation reports of the degree in Veterinary ✱ Outcome of EAEVE evaluation

Strategic Objective 1.2. Postgraduate teaching program				
Strategy	Action plans	Responsible	Timescale	Compliance indicators
1.2.1. Design of a new curriculum for the Master on Research	<ul style="list-style-type: none"> ✓ Review of the curriculum for the Master on Research and its modular structure ✓ Establishment of a Study Commission of research groups and lines of the Faculty ✓ Design of a new curriculum adapted to the current reality and the demand of postgraduate students ✓ To correlate and search for common and continuity points with the Doctorate Program 	<ul style="list-style-type: none"> ◆ Master Academic Commission ◆ Research at FVMULE Study Commission ◆ Curriculum Commission ◆ Faculty Board ◆ Academic Organization Vicerectorate ◆ Doctorate Academic Commission ◆ Doctoral School of ULE 	October 2015-February 2017	<ul style="list-style-type: none"> ● Number of students enrolled in the Master on Research ● Outcome of the follow up and/or accreditation reports of the Master on Research ● Degree of satisfaction of postgraduate students with training ● Number of PhD thesis registered and defended
1.2.2. Preparation of proposals for professionalising Masters	<ul style="list-style-type: none"> ✓ Formation of an Interdepartmental Commission for the design of professionalising Masters ✓ Preparation of proposals for professionalising Masters of the FVMULE or in collaboration with other Universities and institutions 	<ul style="list-style-type: none"> ◆ Dean's Office ◆ Interdepartmental Commission for the design of professionalising Masters ◆ Intervention of external agents in the design ◆ Curriculum Commission ◆ Faculty Board ◆ Academic Organization Vicerectorate 	January 2016-February 2018	<ul style="list-style-type: none"> ● Approval of the Masters' Verification Reports ● Number of students enrolled in the professionalising Master ● Outcome of the follow up and/or accreditation reports of the professionalising Master ● Degree of satisfaction of master students with the training received

Strategic Objective 1.3. Continuous Education				
Strategy	Action plans	Responsible	Timescale	Compliance indicators
1.3.1. Expand lifelong learning opportunities for veterinarians	<ul style="list-style-type: none"> ✓ Elaboration of a Continuous Education Program for professionals ✓ Collaboration with Veterinary Colleges, Academies and Professional Associations ✓ Establishment of a Commission of the Faculty for Continuous Education in the FVMULE and Veterinary Hospital ✓ Proposal of a responsible for Continuous Education of the FVMULE 	<ul style="list-style-type: none"> ◆ Dean's Office ◆ Commission for Continuous Education ◆ Responsible for Continuous Education ◆ Veterinary Hospital ◆ Training School of ULE 	October 2015-February 2018	<ul style="list-style-type: none"> ● Annual proposal of the Continuous Education Program of the Faculty of Veterinary Medicine ● Number of participants in Continuous Education activities ● Degree of satisfaction of the participants in the activities of Continuous Education
1.3.2. Proposals for organizing conferences, courses, seminars	<ul style="list-style-type: none"> ✓ Institutional and administrative support of the Dean's Office to initiatives for organizing conferences, courses, congresses ✓ Preparation of an annual report of training of extension education activities in the FVMULE 	<ul style="list-style-type: none"> ◆ Teachers, Departments, Student Associations, Professional Associations and others ◆ Dean's Office 	October 2015-October 2020	<ul style="list-style-type: none"> ● Report of extension education activities ● Number of national and foreign speakers in extension activities and ● Results of participation in conferences, courses, conferences.

STRATEGIC AREA 2. CLINICAL TEACHING ACTIVITIES - VETERINARY TEACHING HOSPITAL

Strategic Objective 2.1. Veterinary Teaching Hospital: Organization, Infrastructures and Business Plan				
Strategy	Action plans	Responsible	Timescale	Compliance indicators
2.1.1. Final settlement of the juridical status and operational Rules	<ul style="list-style-type: none"> ✓ Defining the juridical status for the VTH as a University institution. ✓ Writing the VTH operational final rules following the needs of the teaching staff of the FVMULE and the clinical services demanded 	<ul style="list-style-type: none"> ◆ Rectorate of the ULE ◆ Head of the VTH ◆ Management Board of the VTH ◆ Dean Office of the FVMULE 	September 2015- March 2016	<ul style="list-style-type: none"> ● Approval by the Governing Board of the ULE of the type of entity given to the VTH ● Approval of the VTH operational rules
2.1.2. Adequate development of the regulations of the executive and collegiate bodies	<ul style="list-style-type: none"> ✓ Writing the Rules of the VTH organization and the functions of the executive and collegiate bodies or commissions required for the institutional dynamic of the VTH 	<ul style="list-style-type: none"> ◆ Management Board of the VTH ◆ Representatives of the different collectives and users of the VTH ◆ Representatives of the FVMULE 	September 2015- March 2016	<ul style="list-style-type: none"> ● Approval of Internal Regime Rules of the VTH by the Governing Board of the ULE
2.1.3. Optimization of the Human Resources	<ul style="list-style-type: none"> ✓ Strengthening and recognition of the dedication of the teaching staff linked to the VTH ✓ Increasing the number of teaching staff linked to the VTH ✓ Setting up a plan of permanent training for the resident veterinarians of the VTH ✓ Connecting the diagnostic support services to the VTH ✓ Increasing the support staff (reception, administration, veterinary assistants, veterinary technicians and animal welfare) ✓ Recruiting of Diplomates to the VTH staff ✓ Assessing of the labour risks in the VTH and setting up of a Labour Risk Prevention Plan 	<ul style="list-style-type: none"> ◆ Rectorate of the ULE ◆ Head of the VTH ◆ Management Office of the ULE ◆ Labour Risk Prevention Service of the ULE 	June 2015- June 2018	<ul style="list-style-type: none"> ● Increase of the capacity and efficiency of the VTH ● Increase of the number of cases received in the VTH ● Degree of satisfaction of the users of the VTH ● Degree of satisfaction of the clients of the VTH ● Increase of the caseload of the VTH ● Labour Risk Prevention Plan

Strategic Objective 2.1. Veterinary Teaching Hospital: Organization, Infrastructures and Business Plan (cont.)				
Strategy	Action plans	Responsible	Timescale	Compliance indicators
2.1.4. Improvement of the infrastructures/facilities	<ul style="list-style-type: none"> ✓ Revising the situation of the infrastructures/facilities ✓ Prioritizing the needs of the infrastructures, providing resources to those that could satisfy the needs of the clients and veterinary clinics of the region ✓ Renovation of the equipment in bad operational conditions ✓ Setting the operation of the Necropsies Room of the VTH 	<ul style="list-style-type: none"> ◆ Head of the VTH ◆ Management Office of the ULE 	September 2015 September 2018-	<ul style="list-style-type: none"> ✱ Increase of the capacity and efficiency of the VTH ✱ Increase of the number of cases received at the VTH ✱ Degree of satisfaction of the clinics and the veterinarians working in the region
2.1.5. Development of a postgraduate diploma in the VTH	<ul style="list-style-type: none"> ✓ Development of Master and Doctoral Degrees in Clinics to be offered by the VTH 	<ul style="list-style-type: none"> ◆ Head of the VTH ◆ Dean Office of the FVMULE 	September 2016- December 2020	<ul style="list-style-type: none"> ✱ Degree of satisfaction of the students regarding the postgraduate training received at the VTH ✱ Degree of satisfaction of the teaching staff regarding the postgraduate training at the VTH
2.1.6. Consolidate the research on veterinary sciences and biomedicine as strategic activities of the VTH	<ul style="list-style-type: none"> ✓ Application for research projects ✓ Encouraging the collaboration with researchers in the field of human medicine ✓ Access to research fellowships at the VTH 	<ul style="list-style-type: none"> ◆ Head of the VTH ◆ Research groups of the ULE ◆ Other research groups 	January 2016- December 2020	<ul style="list-style-type: none"> ✱ Applications to Research Projects ✱ Number and quality of scientific publications about the research carried out at the VTH
2.1.7. Implementation of the clinical and diagnostic services	<ul style="list-style-type: none"> ✓ Revision of the data base of clinical and diagnostic services offered by the VTH at present ✓ Creation of a new advanced services considered strategic for the VTH ✓ Adaptation of the operation of the Pharmacy Service of the VTH to good practices guidelines 	<ul style="list-style-type: none"> ◆ Head of the VTH ◆ Management Office of the ULE 	September 2015- September 2017	<ul style="list-style-type: none"> ✱ Increase of the capacity and efficiency of the VTH ✱ Increase of the number of cases sent to the VTH ✱ Degree of satisfaction of the clinics and the veterinarians working on the region

Strategic Objective 2.1. Veterinary Teaching Hospital: Organization, Infrastructures and Business Plan (cont.)

Strategy	Action plans	Responsible	Timescale	Compliance indicators
2.1.8. Computerizing the clinical information/data	<ul style="list-style-type: none"> ✓ Creating a computerized database of the clinical data and reports ✓ Acquiring the adequate software for the administrative and clinical management ✓ Development of a procedure which will allow an easy access to the clinical information/data to the staff and students 	<ul style="list-style-type: none"> ◆ Head of the VTH ◆ Computer and Communications Service of the ULE 	April 2015- September 2016	<ul style="list-style-type: none"> ✱ Access to the clinical information/data of the VTH through Intranet with credentials ✱ Degree of satisfaction of the graduate with the clinical training ✱ Increase of the number and quality of the Degree Final Dissertation focused on clinical cases of the VTH
2.1.9. Development of an economic strategy	<ul style="list-style-type: none"> ✓ Analysis of the economic situation of the VTH ✓ Writing and setting up an Economic Plan for an efficient and sustainable VTH ✓ Increasing the incomes from consultations and other clinical services (technical, diagnostic,..) ✓ Searching of external financing for the VTH 	<ul style="list-style-type: none"> ◆ Head of the VTH ◆ Management Office of the ULE 	October 2015- December 2019	<ul style="list-style-type: none"> ✱ Increase of the clinical capacity and efficiency of the VTH ✱ Increase of the number of case sent to the VTH ✱ Degree of satisfaction of the graduate with the development and efficiency of the Clinical Rotation
2.1.10. Improvement of the customer service	<ul style="list-style-type: none"> ✓ Achieving an appropriate corporative image for the VTH building ✓ Ensure appropriate staff for the reception desk and the invoicing tasks ✓ Remodelling of the client reception room ✓ Ensuring that the VTH becomes a “friendly” cat clinic ✓ Settlement of customer retention programmes 	<ul style="list-style-type: none"> ◆ Head of the VTH ◆ Rectorate of the ULE ◆ Management Office of the ULE 	January 2016- February 2018	<ul style="list-style-type: none"> ✱ New posters with different colours and new corporative image ✱ Staff dedicated only to the customers attention and invoicing ✱ Remodelling the reception room to create a cat area ✱ Degree of satisfaction of the customers

**Strategic Objective 2.1. Veterinary Teaching Hospital: Organization, Infrastructures and Business Plan
(cont.)**

Strategy	Action plans	Responsible	Timescale	Compliance indicators
2.1.11. Settlement of an effective marketing policy	<ul style="list-style-type: none"> ✓ Development of a plan for dissemination of the VTH services to the veterinarians and clinics ✓ Sending information about the VTH to the professional associations and institutions and organizations in the field of Veterinary Medicine ✓ Disseminating the list of VTH services, characteristics and prices through the media ✓ Dynamizing the web page and the use of social networks 	<ul style="list-style-type: none"> ◆ Head of the VTH ◆ Rectorate of the ULE ◆ Press Office ULE ◆ Computer and Communications Service of the ULE 	April 2015- September 2017	<ul style="list-style-type: none"> ✱ Publication of leaflets with information about the VTH ✱ Web page of the VTH with and attractive image and easy access to the information ✱ Increase in the reception of animals at the VTH ✱ Increase in the animal caseload attended at the VTH ✱ Degree of satisfaction of the clinics and the veterinarians working in the region
2.1.12. Implementation of a Quality Assurance System	<ul style="list-style-type: none"> ✓ Establishment of a Quality Commission of the VTH ✓ Drawing-up of surveys for the users of the VTH 	<ul style="list-style-type: none"> ◆ Head of the VTH ◆ Quality Assurance Office of the ULE 	January 2016- December 2018	<ul style="list-style-type: none"> ✱ Degree of satisfaction of the users with the services offered by the VTH

Strategic Objective 2.2. Veterinary Teaching Hospital: caseload in small animals				
Strategy	Action plans	Responsible	Timescale	Compliance indicators
2.2.1. Increase in the caseload in small animals	<ul style="list-style-type: none"> ✓ Establishment of agreements with animal protection societies at regional level to develop a sanitary programme for abandoned animals ✓ Establishment of agreements with Institutions and Associations related to wild and exotic animals ✓ Encourage the relations with associations of practitioners working on small animals to facilitate the establishment of agreements in order to increase the animal caseload at the VTH ✓ Establishment of agreements with private clinics for the referral of cases to the VTH ✓ Establishment of agreements with residencies, refugees and other small animals centres 	<ul style="list-style-type: none"> ◆ Head of the VTH 	April 2015- May 2016	<ul style="list-style-type: none"> ✱ Agreements established with animal protection societies, clinical associations and other organizations ✱ Significant increase in the caseload in small animals and wild and exotic animals attended in the VTH per year
2.2.2. Student involvement in the surgery operations and procedures	<ul style="list-style-type: none"> ✓ Increasing the caseload in small animal at the VTH (<i>see strategy 2.2.1</i>) ✓ Decreasing the number of students per group to an average of 5 in the clinical practical sessions ✓ Developing an sterilization programme for small animals from animal protection societies to ensure that every student performs castrations 	<ul style="list-style-type: none"> ◆ Head of the VTH ◆ Teaching staff of the VTH ◆ Dean Office of the FVMULE 	April 2015- May 2016	<ul style="list-style-type: none"> ✱ Increase in the number of castrations carried out in the VTH ✱ Ratio number of castrations/student ✱ Degree of satisfaction of the graduate with the clinical training

Strategic Objective 2.3. Caseload in large animals				
Strategy	Action plans	Responsible	Timescale	Compliance indicators
2.3.1. Increase in the number of large animal cases	<ul style="list-style-type: none"> ✓ Encouraging the relationships with associations of practitioners working on farm animals and equine clinic ✓ Recruiting of new external veterinarians for farm animals and equine clinical training ✓ Increasing the practical training on farm animals and equine with external veterinarians ✓ Using credits of clinical subjects to increase the load of clinical training on farm animals and equine ✓ Increasing the credits of the Clinical Rotatory dedicated to clinical training on farm animals and equine ✓ Establishment of an agreement with the Consortium for the Sheep Promotion aiming to involve the students in animal health under the supervision of the veterinarians of the Consortium ✓ Increasing the number of equine necropsies 	<ul style="list-style-type: none"> ◆ Dean Office of the FVMULE ◆ Extramural Practices Commission of the FVMULE ◆ Rectorate of the ULE ◆ Head of the VTH 	April 2015- May 2018	<ul style="list-style-type: none"> ✱ Increase in the number of external veterinarians of the FVMULE for support in teaching activities on farm animals and equine ✱ Achievement of a number of 10 days of dedication per student to farm animals and equine clinics ✱ Increase of the caseload in farm animals and equine attended by the student ✱ Agreement with the Consortium for the Sheep Promotion ✱ Degree of satisfaction of the graduate with the clinical training
2.3.2. Mobile Clinic Service	<ul style="list-style-type: none"> ✓ Establishment of agreements with farms of the province to allow the VTH to carry out the sanitary control and monitoring ✓ Coordination of the activities of the Mobile Clinic Service and the VTH ✓ Improvement of the provision of infrastructures and staff for the Mobile Clinic Service 	<ul style="list-style-type: none"> ◆ Head of the VTH ◆ Rectorate of the ULE ◆ Dean Office of the FVMULE ◆ Management Office of the ULE 	October 2016- December 2019	<ul style="list-style-type: none"> ✱ Degree of satisfaction of the graduate with the clinical training ✱ Increase in the number of hours/student dedicated to farm animals clinical training ✱ Increase in the case load in farm animals/student

Strategic Objective 2.4. Involvement of the student in emergencies				
Strategy	Action plans	Responsible	Timescale	Compliance indicators
2.4.1. Increase in the emergency case numbers seen by the student	<ul style="list-style-type: none"> ✓ Encouraging the emergency service of the VTH with a direct involvement of the students ✓ Monitoring of the number and type of emergency cases received in the VTH ✓ Establishment of agreements with private clinics that would allow to attend the emergencies in the VTH ✓ Increasing the number of veterinarians (practitioners) collaborating in the Mobile Clinic Service 	<ul style="list-style-type: none"> ◆ Head of the VTH ◆ Dean Office of the FVMULE 	April 2015- October 2016	<ul style="list-style-type: none"> ✱ Increase in the caseload of emergencies/student at the VTH ✱ Increase in the caseload attended at the VTH ✱ Degree of satisfaction of the graduate with the clinical training

STRATEGIC AREA 3. RESEARCH ACTIVITIES

Strategic Objective 3.1. Internal dissemination of the research activity				
Strategy	Action plans	Responsible	Timescale	Compliance indicators
3.1.1. Dissemination of the research activity of the FVMULE to students, departments and research groups	<ul style="list-style-type: none"> ✓ Organization of seminars/workshops to offer information about the existing research groups and lines of the FVMULE to the students ✓ Development of research seminars in the departments ✓ Write a catalogue of research groups and lines existing in the FVMULE 	<ul style="list-style-type: none"> ◆ Dean Office of the FVMULE ◆ Departments of the FVMULE ◆ Doctorate Commission of the FVMULE ◆ Doctoral School of the ULE 	October 2015- May 2017	<ul style="list-style-type: none"> ● Calendar of events (seminars and workshops) on research celebrated in the FVMULE ● Publication of a list/catalogue of research groups and lines existing in the FVMULE

Strategic Objective 3.2. Promotion of the research activity				
Strategy	Action plans	Responsible	Timescale	Compliance indicators
3.2.1. To encourage the research activity carried out in the FVMULE	<ul style="list-style-type: none"> ✓ Using the resources of the FVMULE and ULE to finance interdisciplinary projects in the framework of the "Strategy on Research and Doctoral Training, ULE, 2013-2018". ✓ Increasing the collaboration and the commitment between basic and clinic research ✓ Encouraging the participation of the VTH in research activities ✓ Articulating mechanisms that allow those talented students to develop their potential in the field of research and that in the future will guarantee their training to practice as a teacher of the FVMULE 	<ul style="list-style-type: none"> ◆ Dean Office of the FVMULE ◆ Departments of the FVMULE ◆ Head of the VTH ◆ Academic Doctoral Commission of the FVMULE ◆ Vice-Rector for Research of the ULE ◆ Doctoral School of the ULE 	September 2015- March 2018	<ul style="list-style-type: none"> ● Number of applications to research projects by the groups of the FVMULE ● Number of defended PhD thesis in the FVMULE ● Increase in the teaching and research trainees in the FVMULE

STRATEGIC AREA 4. DISSEMINATION TO SOCIETY

Strategic Objective 4.1. Presence of the FVMULE in the society of León and Castilla and León				
Strategy	Action plans	Responsible	Timescale	Compliance indicators
4.1.1. To strengthen the presence of the FVMULE in the ULE and in the Regional Government of Castilla and León	<ul style="list-style-type: none"> ✓ Encouraging the relationships with public institutions of León city, León province and Castilla and León. ✓ Increasing the relationships with private institutions and companies in the field of veterinary medicine and food industries at both local and regional level ✓ Improving the external relationships and marketing of the FVMULE 	<ul style="list-style-type: none"> ◆ Dean Office of the FVMULE ◆ Rectorate of the ULE ◆ Vice-Rector for Institutional Relations of the ULE ◆ Press Office of the ULE 	September 2015- June 2018	<ul style="list-style-type: none"> ✱ Active presence of the Dean Office members in the university activities and events at local and regional level and, particularly, in those in the field of veterinary sciences ✱ Written references of the presence of the Dean Office members in the institutional events and other activities ✱ Outreach activities of the FVMULE in the media ✱ Improvement of the awareness and promotion of the FVMULE and its activities in the society

Strategic Objective 4.2.- To strengthen the external collaboration in all areas				
Strategy	Action plans	Responsible	Timescale	Compliance indicators
4.2.1. To encourage the collaboration activities of the FVMULE with other academic or private institutions	<ul style="list-style-type: none"> ✓ Strengthening the external collaborations with other academic institutions ✓ Encouraging the collaborations with other non-university institutions in the agro-food and livestock sectors ✓ Reinforcing the collaborations with private institutions and industries of the sector ✓ Establishing new agreements for collaboration in all the fields of interest for the FVMULE 	<ul style="list-style-type: none"> ◆ Dean Office of the FVMULE ◆ Departments of the FVMULE ◆ Rectorate of the ULE 	September 2015- June 2018	<ul style="list-style-type: none"> ● Increase in the number of agreements between the FVMULE and public institutions ● Increase in the number of agreements between the FVMULE and industries of the veterinary/agro-food/livestock sectors

Strategic Objective 4.3. Dissemination to the society of the research activity of the FVMULE				
Strategy	Action plans	Responsible	Timescale	Compliance indicators
4.3.1. Dissemination to the society of the research activity, results and innovation carried out in the FVMULE	<ul style="list-style-type: none"> ✓ Planning conferences, seminars, etc. to spread the discoveries and innovation achieved by the FVMULE researchers to the interest groups of the society 	<ul style="list-style-type: none"> ◆ Dean Office of the FVMULE ◆ Departments of the FVMULE ◆ Vice-Rector for Research of the ULE 	September 2015-March 2017	<ul style="list-style-type: none"> ✱ Annual calendar of outreach activities of the research of the FVMULE ✱ Improvement of the awareness and promotion of the research and innovation activities of the FVMULE

STRATEGIC AREA 5. RESOURCES AND INFRASTRUCTURES

Strategic Objective 5.1. Human resources				
Strategy	Action plans	Responsible	Timescale	Compliance indicators
5.1.1. Settlement of an strategy regarding human resources to ensure a prosperous future of the teaching and research staff of the FVMULE	<ul style="list-style-type: none"> ✓ Development of a plan for the renewal of the teaching staff of the FVMULE ✓ Application for the provision of Clinic Part-time Professor posts linked to the VTH and to the Support Services of the VTH (Infectious and Parasitic Diseases, Anatomic Pathology, etc.) ✓ Proposal of programmes for residencies recognised by the European Colleges on Veterinary Specializations ✓ Potentiation of the specialization on clinics at a national level for the teaching staff related with the VTH 	<ul style="list-style-type: none"> ◆ Dean Office of the FVMULE ◆ Rectorate of the ULE ◆ Vice-Rector for Teaching Staff of the ULE ◆ Management Board of the VTH ◆ Diplomates of the VTH 	September 2015- December 2020	<ul style="list-style-type: none"> ✱ Increase in the number of young teachers (junior) of the FVMULE ✱ Increase in the number of Clinic Part-time Professors ✱ Decrease in the average age of the teaching staff of the FVMULE ✱ Training of new Diplomates

Strategic Objective 5.2. Infrastructures				
Strategy	Action plans	Responsible	Timescale	Compliance indicators
5.2.1. To maintain and improve the infrastructures of the FVMULE	<ul style="list-style-type: none"> ✓ Appointment of an Infrastructures Commission of the FVMULE ✓ Request of infrastructures and equipment adapted to the European Higher Education Area. ✓ Remodelling of the spaces in the Food Hygiene and Food Technology areas ✓ Put into operation the Necropsies Room of the VTH ✓ Improving the biosecurity in all the facilities of the FVMULE, VTH and Teaching Farm 	<ul style="list-style-type: none"> ◆ Rectorate of the ULE ◆ Management Office of the ULE ◆ Dean Office of the FVMULE ◆ Head of the VTH 	September 2015- March 2018	<ul style="list-style-type: none"> ✱ Approval of the appointment of the Infrastructures Commission of the FVMULE ✱ Building of small classrooms, rooms for seminars and teamwork ✱ Extension of the spaces of the Food Hygiene and Food Technology areas ✱ Put into operation of the Necropsies Room of the VTH ✱ Compliance of the good practices on biosecurity in the FVMULE

6. GENERAL SCHEDULE OF IMPLEMENTATION

		2015	2016	2017	2018	2019	2020
SA 1 Teaching and Learning	SO 1.1 UnderGraduate	→					
	SO 1.2 Postgraduate	→					
	SO 1.3 Continuous Education	→					
SA 2 Clinical teaching activities	SO 2.1 Veterinary Teaching Hospital	→					
	SO 2.2 Small animal caseload	→					
	SO 2.3 Large animal case load	→					
	SO 2.4 Involvement in emergencies	→					
SA 3 Research activities	SO 3.1 Dissemination of the research activity	→					
	SO 3.2 Promotion of the research activity	→					
SA 4 Dissemination to society	SO 4.1 Presence of the FVMULE in the society	→					
	SO 4.2 External collaboration in all areas	→					
	SO 4.3 Dissemination of the research activity	→					
SA 5 Resources and infrastructures	SO 5.1 Human resources	→					
	SO 5.2 Infrastructures	→					