

**Strategic Plan Implementation Programme
(Operating Plan)
Faculty of Veterinary Hygiene and Ecology,
Brno Veterinary University
for 2023**



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1 Introduction

The *Strategic Plan Implementation Programme* (hereinafter referred to as the “*Operating Plan*”) of the Faculty of Veterinary Hygiene and Ecology of the Brno Veterinary University (hereinafter referred to as "FVHE") for the period of 2023 follows on from the *Strategic Plan of the Faculty of Veterinary Hygiene and Ecology of the Brno Veterinary University for the period of 2021 to 2030* (hereinafter referred to as the "*Strategic Plan*"), which rebuilds the basic long-term conceptual document of the faculty creating the basic framework for the development of the faculty as a whole and as part of the university.

The *Operating Plan* for the period of 2023 assumes the fulfillment of all programmes, priorities and measures of the FVHE *Strategic Plan* relevant for the year 2023. The text emphasizes those priorities and measures of the *Strategic Plan*, the fulfillment of which in 2023 is in the context of the long-term strategy of the faculty for the period of years 2021 to 2030 are particularly important and therefore an increased emphasis is placed on them.

2 Faculty strategy

The *Operating Plan* of the Faculty of Veterinary Hygiene and Ecology of the Brno Veterinary University is oriented towards the fulfillment of the faculty's strategies in the following areas.

2.1 Quality system development strategy

- Implement and improve the system of quality assurance and internal evaluation in order to maintain and increase the quality of educational and creative activities and related activities at the faculty.

2.2 Education strategy

2.2.1 Undergraduate education focused on veterinary hygiene

- To carry out university education with a focus on veterinary hygiene and ecology in a master's degree programme at a high level.
- Carry out the study programme and its changes in such a way as to ensure the acquisition of competences 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 programmes and the requirements set by the European Association of Veterinary Faculties and Universities (EAEVE) and the requirements arising from the traditions and experience of the faculty.
- The teaching premises, facilities, operations and systems for veterinary education at the faculty should be developed in such a way that they correspond to the needs of quality veterinary education of future veterinarians in the areas provided by the faculty as part of integrated veterinary education.



- To ensure a sufficient number and spectrum of healthy animals, clinical cases, dead animals and biological material in order to enable adequate practical teaching of students in the areas provided by the faculty as part of integrated veterinary education.
- To ensure 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.
- Provide 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.
- To create conditions for admission procedures, 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 study results.
- In the field of academic and non-academic staff in veterinary education, ensure that staff meet the requirements for veterinary education at the faculty in terms of their number, qualifications, development of competences, and are evaluated by objective methods with an impact on their remuneration.
- Fulfill international quality indicators in veterinary education at the level required to fulfill international quality standards of veterinary education.
- Assess the level of veterinary education through an independent external evaluation, in the form of international accreditation of veterinary education at the faculty based on the principles of the European system of evaluation of veterinary education carried out by EAEVE, which is a member of the European Association for Quality Assurance in Higher Education (ENQA).

2.2.2 Undergraduate education in bachelor's and follow-up master's degree programmes

- To carry out university education at a high level with a focus on animal protection and welfare for animals, safety and quality of food and meals, veterinary protection of public health and with a focus on the health of animals, their environment and the principles of maintaining and strengthening global health in nature and society, namely in accredited fields of bachelor's and subsequent master's, master's study programmes.

2.2.3 Doctoral education

- To increase the level of university education in doctoral study programmes 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.

2.2.4 Lifelong learning

- Participate in raising the level of lifelong education oriented towards the performance of a profession, further lifelong education in areas of interest and support the organization of education for seniors within the University of the Third Age.



2.3 Strategy for the development of creative activity

- To develop the faculty as a research institution, to expand and improve scientific, research, innovation and other creative activities at the faculty with a focus on veterinary hygiene and ecology, as well as animal protection and well-being for animals, safety and quality of food and meals, veterinary protection of public health and with a focus on the health of animals, their environment and the principles of maintaining and strengthening global health in nature and society aimed at the successful acquisition, solution and completion of projects of quality creative activity and the expansion and improvement of the application of the results of creative activity in notable outputs, especially in internationally recognized quality scientific journals.
- To support the research priorities of the faculty emphasizing the orientation of research at the faculty in the field of veterinary hygiene, and further in the field of animal protection and welfare for animals, safety and quality of food and meals, veterinary protection of public health and with a focus on animal health, their environment and maintenance principles and strengthening global health in nature and society.
- Realize the project allocation of research funds to research teams based on the defined purpose of the research, its methodology and expected outputs from the research activity, with possible opposition to the results, evaluation of the results and defense of the research results.
- Participate in the development of the Internal Creative Agency (ITA) supporting the research teams of academic staff and the Internal Grant Agency (IGA) supporting the research of doctoral and undergraduate students in particular.
- To support doctoral study programmes in their new structure and research content, with an emphasis on research activity and high-quality, recognisable outputs of research activity.
- Motivate academic staff and doctoral students to intensive research activity in the sense of individualizing the record of the results of creative activity and its assessment within the framework of Academic Staff Assessment (HAP) with a direct impact on the salary assessment of staff.
- Increase the emphasis on the creation of high-quality, appreciable outputs of creative activity in high-impact journals, with special preference and higher wage valuation of publication outputs in scientific journals classified in the Q1 and Q2 quartiles .
- To support 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.
- Increase the level of the international dimension of creative activity by increasing 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.



2.4 Strategy for the development of professional activity and cooperation with practice and the fulfillment of the faculty's social responsibility

- To deepen the position of the faculty as a professional center for veterinary, hygienic and other activities for the professional and other public and as a center for other professional activities and agricultural activities for student teaching and creative activity.
- To fulfill the requirement of carrying out veterinary hygiene activities in the area of slaughtering cattle for slaughter, pigs and possibly other types of animals for slaughter, activities of pilot-scale meat, fish and dairy workshops and veterinary hygiene laboratory diagnostics with the aim of fulfilling the criteria given for teaching veterinary medicine and hygiene students in practical hygiene skills and creating very good conditions for veterinary hygiene and technological scientific and research activities.
- To expand cooperation with institutions, organizations and businesses and other entities that operate in the field of veterinary hygiene and ecology, animal protection and welfare, safety and quality of food and meals, veterinary protection of public health and the health of animals, their environment and the principles of maintaining and strengthening global health in nature and society, 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 the graduates of the faculty find employment.
- To provide professional practice, professional services of a high professional standard, to provide professional services using mutual cooperation in joint activities with partners, 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 on further development in education, creative activities, professional activities and social activities of the faculty.
- To expand the social influence of the faculty by activities in society by disseminating the knowledge of their professional focus (especially in the field of veterinary hygiene and ecology, animal protection and welfare, safety and quality of food and meals, veterinary protection of public health and the health of animals, their environment and the principles of maintaining and strengthening global health in nature and society) and general social values, and thus cultivate a regional, national and international social environment.

2.5 Internationalization Development Strategy

- To develop the global competence of students and faculty staff within the framework of internationalization of study, teaching and creative activities.
- Deepen the internationalization of study programmes.
- Prepare and complete the international accreditation of the Veterinary Hygiene and Ecology study programme.
- Participate in increasing the level of formalization and possibly simplifying the process of recognition of foreign education.



- Strengthen the internationalization character of human resources.
- To create an international environment at the faculty.
- To deepen the international level of creative activity at the faculty.
- Increase activities aimed at promoting the faculty abroad.
- Participate in the activities of international institutions influencing education at the faculty.
- Strengthen the strategic management of internationalization at the faculty.

2.6 Human resource development strategy

- To improve the professional level and activities 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 activities performed, improving the conditions for the activities of academic staff, evaluating their activities at the faculty, and motivating them to improve their activities at the faculty.
- To improve the qualification level of academic staff by increasing the proportion 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.
- To improve the professional level and activities of non-academic staff at the faculty in the sense of raising the level of their admission to the faculty, determining the scope and quality of the activities performed, improving the conditions for their activities, evaluating their activities at the faculty, their motivation to improve activities at the faculty.
- Develop accredited fields of habilitation and professor appointment procedures and implement habilitation and professor 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 to further improve the qualification level of academic staff by increasing the share of associate professors and professors to maintain the status 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.

2.7 Strategy for the development of the legal environment

- To improve the legal environment at the faculty by setting the rights, obligations and conditions of activity at the faculty through a system of linked current internal regulations following university regulations and generally binding legal regulations.

2.8 Strategy for the development of the facilities of the faculty

- Develop the spatial, instrumental, material and administrative security of the faculty's activities at a level corresponding to the performance of educational, creative, professional activities and social activities of the public university in the field of veterinary hygiene and ecology, animal protection and welfare, safety and quality of



food and meals, veterinary protection of public health and the health of animals, their environment and the principles of maintaining and strengthening global health in nature and society at a level corresponding to the level of similarly focused faculties and universities in developed European countries.

2.9 Faculty funding strategy

2.9.1 Non-investment financing

- Ensure multi-source financing of educational, creative, professional and other related activities of the faculty with the aim of strengthening the quality of these activities at the faculty.

2.9.2 Investment financing

- Solve the spatial security of the faculty from the point of view of ensuring the conditions for the fulfillment of requirements arising from the provision of education and related activities at the faculty, from the provision of creative activity at the faculty, from the provision of professional activities at the faculty, from the provision of internationalization and from the provision of cooperation with practice and from the provision of social activities of the faculty, in the sense of the need to fulfill the requirements arising from legal regulations and state administration requirements for the faculty's operations, to fulfill the spatial continuity of the faculty's workplaces, and from the operational point of view of the security and functionality of the entire university campus to fulfill the requirements for spatial requirements for educational and creative activities, professional activities, internationalization, cooperation with practice and the social impact of the entire university and the development of these activities. Funding of the faculty's structural and spatial facilities is conducted at the university level, the faculty participates in organizational security. In 2023, the transfer of the Institute of Animal Husbandry, Animal Nutrition and Biochemistry from the spare premises to the reconstructed building of object No. 15 will be finalized.
- Support the investment modernization of equipment and other security with the aim of increasing the equipment level of teaching and research and professional operations, laboratories, semi-operational workshops, slaughtering animals for slaughter, stables for animals and operations for carrying out experiments on animals and other educational and research operations, with regard to investment funds allocated by the budget of the Brno Veterinary University for the given year.

2.10 Faculty management

- Strengthen the system of strategically oriented management and develop the management of the faculty in the dimensions of generally binding legal regulation with the aim of improving the quality of the management system of the faculty, the organization of management processes and increasing the quality of administrative and personnel management of the management mechanisms of the faculty.
- To organize the faculty on the principle of organizational units represented by the central management workplace of the faculty, three sections and six institutes, applying a hierarchical and self-governing management structure oriented towards ensuring



educational, creative, professional activity, internationalization and strengthening the quality of activities by applying a comprehensive quality system at the faculty.

2.11 Promotion, marketing and care of the history and traditions of the faculty and university

- To support the care of the history, historical spaces, historical objects and documents of the faculty and the university, and to support activities that create belonging to the faculty and the university in their historical context among students, academic staff, retired staff of the university, among professionals and other members of the public.
- To expand and improve the media credit of the faculty at the international and national level among the public, potential study applicants, those interested in cooperation with the faculty, the professional community of veterinarians, food workers, animal protection workers, graduates, state administration institutions, public administration and self-government, schools, research organizations, businesses and other subjects of possible cooperation and to further expand and strengthen belonging to the faculty among students, academic staff and other faculty employees.



3 Priority goals

3.1 Development of competencies directly relevant to life and practice in the 21st century

3.1.1 Development of staff competencies for teaching and creating study programmes

3.1.1.1

Creation of a system for the development of pedagogical competences of academic staff, by **compiling and implementing a course programme for academic staff** of the faculty, including the development of skills in the presentation of knowledge, in the verification of the achieved level of learning outcomes for students, the use of multimedia applications in teaching, increasing the competence for online teaching, increasing the level in the supervision of bachelor's, diploma, professional and diploma theses and other courses for academic workers based on the principle of professional transfer of competences or in the form of sharing experience and good practice.

In 2023, the fulfillment of the priority will focus on the implementation of the training of academic staff in the preparation of educational presentations and in the presentation of new knowledge to students. (*guarantor: vice dean for education*)

3.1.1.2

Motivation of academic staff to increase the level of their pedagogical competences, by linking the achieved level of pedagogical skills to the academic staff evaluation system and linking it to the academic staff salary evaluation system.

In 2023, the fulfillment of the priority will focus on the preparation of rules for remuneration of academic staff of the faculty. (*guarantor: dean of the faculty*)

3.1.2 Development of methods for ensuring the quality of education and verifying learning outcomes

3.1.2.1

Innovation and modernization of education in individual study programmes, study subjects and parts of study subjects by involving students and academic staff in the development of the quality of education and verification of learning outcomes, through the University's Internal Education Agency VETUNI (IVA) supporting projects to develop the quality of education and verification of **learning** outcomes addressed students or academic staff within this agency.

In 2023, the fulfillment of the priority will focus on the evaluation of trends in the involvement of students and academic staff in the projects of the Internal Education Agency VETUNI. (*guarantor: vice dean for strategy and development*)

3.1.2.2

The development of interactive teaching methods (problem-oriented teaching, project-based teaching, etc.) to develop students' abilities to creatively solve partial and complex problems, namely an increase in the **proportion of problem-oriented teaching**, project-based teaching and other forms of interactive teaching as part of practical teaching in the faculty's study programmes.

In 2023, the priority solution will focus on the development of a set of model cases from practice focused on animal health and infectious diseases, animal protection and welfare,



food safety and quality, and processes of control, supervision and audits within the framework of administrative and criminal proceedings supporting the acquisition of practical experience students to solve veterinary official activities in practice. At the same time, an analysis of the use of problem-oriented teaching (model cases) in the teaching and verification of students' knowledge within the study programmes of the faculty will be carried out. (*guarantor: vice dean for education*)

3.1.3 Strengthening the link between study and practice and preparation for future application

3.1.3.1

Strengthening the position of internships and internships in study programmes and plans to develop the practical experience and skills of students and to facilitate the adaptation of graduates into practice, by strengthening the position of internships within study programmes in the sense of highlighting the conceptual connection of the system of internships in individual study programmes, deepening the position of the guarantor of the relevant internship, by completing the contents of the practice into more detailed content details and a system of verification of experience and skills acquired in practice with a link to the overall competences acquired by the student during the course of study.

In 2023, the solution to the priority will focus on finalizing the detailed content of the internships implemented in the study programmes of the faculty and the system for verifying experience and skills acquired in practice with a link to the overall competences that the student acquires during his studies (*guarantor: vice dean for education*)

3.1.3.2

Taking into account long-term changes in the requirements of the labor market in the concept of study programmes and plans to connect the requirements of society and the content of study programmes, by evaluating content changes in professional practice and updating existing study programs, or creating new study programmes, corresponding to the development of professional practice and current processes in society, highlighting the content components of practice included in study programmes corresponding to the latest trends in practice and current trends in society.

In 2023, the solution to the priority will focus on the preparation and accreditation of a new study programme focused on the health of animals, their environment and the principles of maintaining and strengthening global health in nature and society, with a specific focus on the area of animal protection and on diseases that threaten biodiversity and the human population. (*guarantor: vice dean for education*)

3.1.3.3

Involvement of external experts from practice in the concept of study programmes and plans to apply the experience of practice in the development of study programmes, particularly through the participation of representatives of important professional sectors in the discussion of study programmes at the level of working meetings, and in the approval of study programmes at the level of the scientific council of the university and faculties and or the University's Internal Evaluation Council.

In 2023, the fulfillment of the priority will focus on the involvement of external experts from practice in the preparation and discussion of the new study programme. (*guarantor: dean of the faculty*)



3.1.4 Building infrastructure for interactive methods of education and integration of students

3.1.4.1

Development of infrastructure for interactive methods of education, especially with a focus on teaching simulation centers, teaching centers for practical activities, facilities for practical training of students, pilot practice operations, **centers for professional activities** (pre-clinical, hygiene, welfare for animals, animal husbandry, etc.)).

In 2023, the priority solution will focus on the purchase of devices and other equipment for the operation of the center for the protection and welfare of selected species of animals for the teaching activities of students. (*guarantor: faculty secretary*)

3.1.4.2

The development of the background for the social integration of students supporting **the students' sense of belonging with the faculty** , in particular by conducting introductory courses at the beginning of studies and to support students in the first years, the implementation of student sports activities, the organization of events to support the activities of student life with a focus on the specifics of the study programme being studied, and for the support of belonging to the faculty in the framework of student activities during and after graduation.

In 2023, the priority solution will focus on the participation in the implementation of familiarization events for students at the beginning of their studies, in cooperation with the vice-rector for education. (*guarantor: vice dean for education*)

3.1.5 Strengthening the international dimension of education

Strengthening the international dimension of education in accordance with the Strategy for the development of internationalization at the university and faculty, according to a more detailed definition, which is presented in a separate part of the Strategic Plan.

In 2023, the solution to the priority will focus on continuing the implementation of activities leading to the strengthening of the international dimension of education. (*guarantor: vice dean for science, research and foreign relations*)

3.2 Improving the availability and relevance of flexible forms of education

3.2.1 Use of distance education methods in full-time study programmes

3.2.1.1

Development of the background for the preparation of distance forms of education in full-time study programmes, especially at the level of **computer and software equipment for the preparation and implementation of online teaching** and for the verification of students' knowledge, and at the level of system support of central information systems and technologies.

In 2023, the priority solution will focus on the purchase of computers for academic staff and additional equipment for them, as well as on increasing the level of equipment of lecture halls and classrooms with multimedia and computer technology. (*guarantor: faculty secretary*)

3.2.1.2

Strengthening the competence of staff in the use of distance education methods and verification of learning outcomes, in particular **by organizing courses for academic staff**



developing their ability to implement a high-quality level of distance education and verification of learning outcomes.

In 2023, the priority solution will focus on the organization of courses for academic staff developing their educational skills in the field of e- learning and combined forms of teaching. (*guarantor: vice dean for science, research and foreign relations*)

3.2.2 Ensuring the quality of education provided by flexible forms in the combined and distance form of education

In 2023, the Faculty of Veterinary Hygiene and Ecology of the Brno Veterinary University will not implement undergraduate education in the combined and distance form of education.

3.2.3 Development of offer and innovation methods of flexible forms of education and online teaching in lifelong learning courses

Participating in **the development of distance forms of education in lifelong education in cases where it is possible and expedient**, in particular according to the requirements of authorities and organizations cooperating on individual lifelong education courses (e.g. State Veterinary Administration, Central Commission for Animal Protection) or according to the requirements of practice in courses organized independently by the university, if the external conditions do not allow the face-to-face form of teaching or the organizational provision of the courses without impacting the quality of the course allows its more effective implementation in a distance form.

In 2023, the solution to the priority will focus on the inclusion of distance forms of teaching in lifelong education courses, in the implementation of which faculty staff participate, according to the possibilities and requirements of practice. (*guarantor: guarantor of the educational programme*)

3.2.4 Balancing studies with family and work life

Creating opportunities for a higher level of **coordination of individual life roles of the student** (motherhood, parenthood, working life, etc.) and studies with the aim of increasing the success of studies, in particular by making greater use of the possibility of individual study plans, creating opportunities for alternative fulfillment of study obligations during the fulfillment of maternity or parental leave obligations, using the university's potential to support the placement of children in preschool education facilities, etc.

In 2023, the solution to the priority will focus on strengthening positive conditions that increase harmony between studies and motherhood or parenting of students. (*guarantor: dean of the faculty*)

3.2.5 Recognition of previous learning outcomes in further study

Participating in the setting of **procedures for the recognition of the results of previous learning** within the internal regulations and internal standards of the university, by more detailed description of the process of recognition of the results of previous learning in legal regulations and a more detailed definition of the competences of the workers involved in the process of recognition of the results of previous learning.

In 2023, the solution to the priority will focus on the creation of an internal standard of the faculty describing the procedure and rules for recognizing the results of previous learning,



with a definition of the competence of individual employees involved. (*guarantor: vice dean for strategy and development*)

3.2.6 To support counseling in the possibilities of development of lifelong education of applicants

In 2023, the Faculty of Veterinary Hygiene and Ecology of the Brno Veterinary University will also support counseling in the possibilities of developing the lifelong education of applicants with a focus in particular in the field of veterinary hygiene and ecology, animal protection and welfare, safety and quality of food and meals, veterinary protection of public health and animal health, their environment and the principles of maintaining and strengthening global health in nature and society.

3.3 Increasing the efficiency and quality of doctoral degree studies

3.3.1 Improving the financial background for full-time doctoral degree students

3.3.1.1

Increasing the amount of the scholarship for students of doctoral study programmes from other sources with the simultaneous connection of such an increased scholarship with the achieved results of the doctoral student and thereby improving the financial background of students with higher prerequisites for completing their studies, especially with the use of the faculty scholarship fund, scholarships awarded as part of creative projects coordinated IGA VETUNI, IVA VETUNI, projects coordinated by ITA VETUNI, external creative activity grants and possibly from other sources of the university.

In 2023, the solution to the priority will focus on the continuation of the awarding of an extraordinary scholarship to students of doctoral study programmes. (*guarantor: vice dean for science, research and foreign relations*)

3.3.2 Creation of above-standard motivational conditions for excellent students of doctoral study programmes

Contribution to the creation of a system of **above-standard motivational support for excellent students of doctoral study programmes** applying the principle of significant selectivity on the basis of objectively achieved results in doctoral studies and support for talented students with a strong interest in research, e.g. the establishment of a special university fund to increase the scholarships of excellent students of doctoral study programmes intended as above-standard motivational support for excellent students of doctoral study programmes showing extraordinary quantitative and qualitative results during their doctoral studies.

In 2023, the priority solution will focus on motivating students of doctoral study programmes to register the results of their activities as part of the VETUNI rector's award for the best DSP students at the university. (*guarantor: vice dean for science, research and foreign relations*)

3.3.3 Strengthening the quality, openness and internationalization of doctoral studies

3.3.3.1

Creating requirements for supervisors of students of doctoral study programmes and thus ensuring an adequate level of doctoral studies on the part of the supervisor's personality, in particular by developing more detailed requirements for qualifications, experience and



quantitative and qualitative results of the creative activity of potential supervisors and by developing procedures and document formats related to the supervisor's activities students of doctoral study programmes.

In 2023, the solution to the priority will focus on completing the creation of specific requirements for supervisors of students of the faculty's doctoral study programmes, in cooperation with the vice-rector for education. (*guarantor: vice dean for science, research and foreign relations*)

3.3.3.2

Definition of the requirements for mandatory international mobility of doctoral students, taking into account the substitute fulfillment of the international dimension of doctoral studies for students fulfilling maternal and parental duties or caring for a close person, by specifically defining the obligation to fulfill the international mobility of doctoral students and, in particular, specifying the possibility of substitute fulfillment of the international dimension of study for students in the regime of maternal and parental duties or caring for a close person.

In 2023, the solution to the priority will focus on the completion of the creation of specific requirements for the mandatory international mobility of doctoral students and the definition of substitute performance in the event that the mobility of the doctoral student cannot be implemented, in cooperation with the vice-rector for education. (*guarantor: vice dean for science, research and foreign relations*)

3.3.3.3

Support for a dissertation in the form of a set of publications published or accepted for publication in important peer-reviewed journals, in particular by motivating students of doctoral study programmes to a higher level of publication activity using scholarship tools and by defining in more detail the format of a dissertation processed in the form of a set of publications published or accepted for publication in scientific journals with an impact factor.

In 2023, the solution to the priority will focus on completing the creation of specific requirements for the form of a dissertation processed in the form of a set of publications, in cooperation with the vice-rector for education. (*guarantor: vice dean for science, research and foreign relations*)

3.3.4 Improving the conditions for successful studies, including balancing studies and family life and strengthening the social integration of doctoral degree students

3.3.4.1

Creating options for involvement in research activities for doctoral students with the element of strengthening the social integration of doctoral students into the faculty's research teams, within research teams dealing with smaller IGA research projects, larger ITA university research projects and possibly projects of external grant agencies.

In 2023, the priority solution will focus on continuing to involve doctoral students in faculty research teams and evaluating trends in the involvement of doctoral students in faculty research projects. (*guarantor: vice dean for science, research and foreign relations*)

3.3.4.2

Support for doctoral study programme students in harmonizing the conditions of study and maternal and parental responsibilities or in caring for a close person, especially at the



level of an individual study plan, adjusting the time schedule of activities at the workplace, the possibility of working online outside the university, alternative fulfillment of mobility obligations, in the form of possibly running a university nursery, and possibly others.

In 2023, the priority solution will focus on continuing to harmonize the conditions of study and maternal and parental responsibilities, or when caring for a reindeer, through the implementation of special adjustments in the study regulations for students of doctoral study programmes, in cooperation with the vice-rector for education. (*guarantor: vice dean for science, research and foreign relations*)

3.4 Strengthening strategic management and effective use of capacities in the field of research and development

3.4.1 Improving the quality of the research and development environment at the faculty

3.4.1.1

Implementation of recommendations from the international evaluation of the creative activity of the faculty and university, by **incorporating the outputs of the international evaluation of the creative activity of the university into the conceptual direction of the faculty**, into the research activities of individual teams and the implementation of relevant recommendations of the conclusions of the international evaluation in creative activity at the faculty and university.

In 2023, the solution to the priority will focus on the implementation of the outputs of the international evaluation of the creative activity of the university and faculty carried out in 2021-2022. (*guarantor: vice dean for science, research and foreign relations*)

3.4.1.2

Support for the creation of new teams in research activities, within the faculty, as well as **the creation of new teams across the university's organizational components** in terms of the focus of the university's research plans and individual projects.

In 2023, the solution to the priority will focus on compiling an overview of research teams across the organizational components of the faculty or university and creating a strategy to support the creation of joint research teams in the following years. (*guarantor: vice dean for science, research and foreign relations*)

3.4.1.3

Deepening the system of evaluation of research teams and individuals with an impact on the motivation for further development of creative activity and on the financial evaluation of successful creative workers, in particular by connecting the achieved level of results of creative activity to the system of evaluation of academic workers and linking it to the system of salary evaluation of academic workers.

In 2023, the fulfillment of the priority will focus on the preparation of rules for remuneration of academic staff of the faculty. (*guarantor: dean of the faculty*)

3.4.1.4

Expanding the mobility of doctoral students and academic staff to gain international experience and their transfer to the environment of creative activity at the faculty, by supporting the mobility of doctoral students and academic staff within the special mobility



programmes of the IMA VFU University, ERASMUS programmes, bilateral exchange stays and other options for supporting the mobility of academic staff and doctoral students.

In 2023, the priority solution will focus on the motivation of doctoral students and academic staff in the implementation of mobilities. (*guarantor: vice dean for science, research and foreign relations*)

3.4.1.5

Development of international cooperation in creative activities, especially by solving common problems and projects with foreign teams and joint publications in quality scientific journals.

In 2023, the priority solution will focus on motivating international cooperation by continuing to evaluate the success of workplaces in publishing joint publications in journals with an impact factor. (*guarantor: vice dean for science, research and foreign relations*)

3.4.1.6

Supporting the transfer of research results into practice, especially **by publishing the results of creative activity in a form accessible for practice**, i.e. in professional journals monitored by practice (e.g. Veterinary, Meat, Our Breeding and others) and also organizing conferences together with practice with presentation of results for practice (e.g. Lenfeld and Hökl Days, Animal Protection and Welfare and others), participation in external conferences with presentation of results intended for practice, solution of projects with results intended for practice (research at the request of practice) and solution of contractual research projects (projects financed by practice).

In 2023, the solution to the priority will focus on continuing to motivate the publication of results in professional journals monitored by practice and the presentation of results for practice at domestic conferences and at external conferences, and the solution of contract research by evaluating the success of workplaces in this activity. (*guarantor: vice dean for science, research and foreign relations*)

3.4.2 Support for research excellence and societal relevance

3.4.2.1

Support **for connecting excellence in research with the field of application** aimed at creating creative applications that can be used in professional practice, namely at the level of solving research projects with results intended for the field of application (research projects in cooperation with professional institutions in practice, research projects in cooperation with state administration, application projects at the level of bachelor's and diploma theses), professional projects (e.g. at the level of attestation theses, professional clinical theses and studies in collaboration with clinical practice) and further at the level of processing targeted studies commissioned by practice (e.g. as part of cooperation with the Ministry of Agriculture through scientific veterinary committee and through its grant agency, with the Ministry of Health through its grant agency) and others.

In 2023, the solution to the priority will focus on the evaluation of the trends of linking excellence in research with the application sphere in the past years and the continuation of the motivation of the faculty's research teams to participate in research projects in this area. (*guarantor: vice dean for science, research and foreign relations*)



3.4.2.2

Deepening **the connection between creative activity and educational activity at the faculty**, by incorporating specific new knowledge from creative activity into educational activity leading to the transfer of the latest acquired and own knowledge of science, research and innovation to the education of students.

In 2023, the solution to the priority will focus on creating an overview of the application of the results of creative activity in the educational field, specifically within the individual study programmes implemented by the faculty. (*guarantor: vice dean for strategy and development*)

3.4.2.3

The development of measures to detect possible unethical behavior in the field of creative activity, especially at the level of qualification theses in undergraduate studies, in the assessment of professional theses, dissertations and in the faculty's publishing activities, by using anti-plagiarism computer systems in the assessment of bachelor's, diploma **and rigorous theses**, and the expansion of the use of these systems for the assessment of professional theses in lifelong learning, for the assessment of dissertation theses and subsequently also for the assessment of theses at the level of appreciable results of the faculty's creative activity.

In 2023, the solution of the priority will focus on the continuation of the implementation of the use of anti-plagiarism systems for the assessment of qualification papers in the framework of education at the faculty. (*guarantor: vice dean for education*)

3.4.3 Development of international cooperation

3.4.3.1

Expanding the share of academic staff who completed their studies abroad or gained significant professional experience there and can bring international experience to the faculty in the research and professional activities of the faculty, in particular by supporting the further education of academic staff abroad to develop their specialized professional knowledge, to develop their creative abilities by transferring foreign experience and skills in creative activities and targeted recruitment of staff for academic activities at the university from abroad.

In 2023, the solution to the priority will focus on the analysis of the share of academic staff who have completed studies or a professional internship abroad, as well as visiting foreign academic or research staff, and the creation of a strategy to support this activity in the following years. (*guarantor: vice dean for strategy and development*)

3.5 Capacity development for strategic faculty management

3.5.1 Implementation of key strategic priorities in the faculty's activities

Implementation of key measures in the development of quality at the faculty, in educational activities, creative activities, professional activities, internationalization, related activities, and the development of the spatial and instrumental background of the faculty, to achieve the strategic development of the faculty, using the mechanism of determining measures for the development of the faculty in the relevant in the form of **the development of the annual Plan for the implementation of the strategic plan of the faculty and the evaluation of the implementation of key measures within the framework**



of these implementation plans at the faculty within the dean's advisory bodies (college of the dean), academic bodies of the faculty (scientific council, board of directors, academic senate) and at the level of the annual Annual Report about the faculty's activities.

In 2023, the priority solution will focus on updating the content of the Annual Report on the Faculty's Activities for 2022 with regard to the inclusion of an assessment of the fulfillment of the objectives of the Plan for the Implementation of the Faculty's Strategic Plan for the Period of 2022, the Plan for the Implementation of the Faculty's Promotion Strategy for 2022, and the Plan for the Education of Faculty Employees and Students for 2022. (*guarantor: vice dean for strategy and development*)

3.5.2 Strengthening the strategic management of the faculty

3.5.2.1

Increasing the scope of **internal analyzes of the activities of individual parts of the faculty** to support strategic decisions of the faculty, in particular by processing summary information on educational activities, creative activities, professional activities, internationalization, other main activities, additional activities, and financial provision of activities at the level of individual parts of the faculty into clear formats with the potential of their use for the strategic management of the faculty.

In 2023, the priority solution will focus on creating an overview of regularly performed internal analyzes of activities, defining their format and evaluation method. (*guarantor: vice dean for strategy and development*)

3.5.2.2

Involvement of external views of experts from partner bodies and institutions during the discussion of the faculty's strategies, especially through the participation of representatives and representatives from partner bodies, institutions and other entities in academic bodies discussing and possibly approving the faculty's strategic plans (advisory bodies of the dean, the faculty's scientific council).

In 2023, the priority solution will focus on creating and continuing the involvement of external experts from partner bodies and institutions when discussing the faculty's strategies. (*guarantor: dean of the faculty*)

3.5.2.3

The development of internal mechanisms for the distribution of financial resources in such a way that it takes into account the faculty's strategy and supports the development of the faculty in the priority areas set by it, by drawing up the **rules for the faculty's budget and drawing up the corresponding budget of the faculty for the relevant year**, in which the faculty's strategy and the development of priorities from the point of view will be taken into account established directions of faculty development.

In 2023, the priority solution will focus on updating the Rules for the preparation of the FVHE budget for the year 2023 and their inclusion in the preparation of the new faculty budget for the year 2023. (*guarantor: the dean of the faculty*)

3.5.2.4

The development of mechanisms for rewarding academic staff so that, based on the principle of merit, it motivates staff to develop education, creative activities, professional activities, internationalization and other related activities, and at the same time takes into account the faculty's strategy and supports the development of the faculty, by



strengthening the role of the outputs of the Academic Staff Evaluation system, **including** comprehensive the quantitative and qualitative level of activity of individual workers in the academic staff remuneration mechanism supplemented by targeted remuneration of partial activities of staff supporting the fulfillment of the faculty's strategy and its further development.

In 2023, the solution to the priority will focus on the continuation of the integration of the evaluation of the faculty's academic staff into the salary remuneration mechanism. *(guarantor: dean of the faculty)*

3.5.2.5

Applying the academic senate's cultivated view of the faculty's strategy and its strategic priorities in defining the faculty's strategic intentions in the next period, especially in the framework of discussing, commenting on and approving the faculty's strategic intent and its annual implementation plans at the level of the faculty's academic senate.

In 2023, the solution to the priority will focus on the continuation of the activity of the academic senate of the faculty within the framework of discussing, commenting and approving the Plan for the implementation of the strategic plan of the faculty for the period of 2023, or 2024 and other strategic plans for the current period. *(guarantor: chairwoman of the FVHE Academic Senate)*

3.5.3 Strengthening the strategic management of human resources

3.5.3.1

Completion of career rules at the faculty, which will motivate employees to personal development, increase work expertise, gain experience at the university, national and in the form of mobility at the national and transnational level, appreciate the quantity and quality of activities carried out at the faculty and university, establish prerequisites for career progression in job positions at the faculty, will define the career evaluation of employees at the level of their salary evaluation.

In 2023, the priority solution will focus on finalizing the Faculty's Career Regulations. *(guarantor: vice dean for strategy and development)*

3.5.3.2

Creating a systematization of academic staff at the faculty corresponding to the load on the organizational units of the faculty of education and related creative activities, with a system de facto approaching the system of positions of docents and professors when separating the system of state-awarded ranks with their projection into the needs of accreditation and the system of positions of docents and professors for provision of academic activities within the organizational units of the faculty by workers with higher academic ranks.

In 2023, the priority solution will focus on the preparation of documents for the systematization of the faculty's academic staff. *(guarantor: vice dean for strategy and development)*

3.5.3.3

of merit-based employee remuneration to achieve current quantitative and qualitative results of the faculty and contribution to the development of quality and fulfillment of the faculty's strategic plans.



In **2023**, the priority solution will focus on continuing to reward employees based on their contribution to the development of quality and the fulfillment of the faculty's strategic goals. (*guarantor: dean of the faculty*)

3.5.3.4

Development of further education systems for academic staff and non-academic staff supporting the increase of their work competence, especially by **organizing courses to increase the expertise of academic staff and other employees**, their training to improve the quality of work activities based on the transfer of knowledge and experience by external experts, based on a system of own experience sharing from management staff and between workplaces, and further by organizing internal internships and internships within the faculty for workers between individual workplaces.

In **2023**, the solution to the priority will focus on the continuation of the organization of courses to improve the work activities of academic and non-academic staff of the faculty. (*guarantor: dean of the faculty*)

3.5.4 Development of internal regulations and standards at the faculty and the legal environment to support the strategic management of the faculty

3.5.4.1

Implementation of generally binding legal regulations, especially at the level of implementation of amendments to the Act on Universities, the Act on Veterinary Care and the Act on the Protection of Animals Against Cruelty and other regulations into the internal regulations and internal standards of the faculty.

In **2023**, the priority solution will focus on continuing to implement laws, amendments to laws and other generally binding regulations into the internal regulations and internal standards of the faculty. (*guarantor: vice dean for strategy and development*)

3.5.4.2

Development of the faculty's internal regulations and standards and the faculty's legal environment from the perspective of supporting the faculty's strategic management, by revising the faculty's internal regulations and standards and proposing their possible changes in order to create a legal environment to support the implementation of the strategic plan and strategic management principles at the faculty.

In **2023**, the solution to the priority will focus on the revision of the faculty's internal regulations and standards and proposals for possible changes. (*guarantor: vice dean for strategy and development*)

3.6 Reducing the administrative burden on university staff

3.6.1 Development of a professional apparatus providing support services for academic staff

Strengthening administrative support for academic staff in administrative and administrative activities at the faculty level, in particular by **strengthening the qualification and expertise of the administrative apparatus** using the participation of administrative staff in professional courses, computer skills courses, education with the exchange of experience of good practice transferable from other institutions and offices, external internships at workplaces of a similar focus.



In **2023**, the solution to the priority will focus on the organization of courses to strengthen the qualifications and expertise of workers involved in the administrative activities of the faculty. (*guarantor: vice dean for strategy and development*)

3.7 Other priority goals within the faculty development strategy

3.7.1 Counseling for study applicants, students and career counseling for faculty graduates

3.7.1.1

Participating in the development of a new concept of information support for applicants to study in veterinary study programmes, increasing information support for students during their studies and solving situations and conditions associated with studies, as well as increasing the information level of career **counseling for graduating students and recent graduates**.

In **2023**, the solution to the priority will focus on the organization of meetings between students of the Faculty's study programmes ending with potential employers (Job Fair 2024, meeting with representatives of the Slovak National Academy of Sciences of the Czech Republic). (*guarantor: vice dean for strategy and development*)

3.7.1.2

Participation in the implementation of the consultancy activities of the Center for Study Guidance and the Center for Career Guidance and the strengthening of the centers with part-time staff of specialist officers to implement regular activities aimed at providing information to study applicants, students and recent graduates of veterinary study programmes.

In **2023**, the solution to the priority will focus on the continuation of the work of the faculty's expert officers to implement the activities of the Center for Study Counseling and the Center for Career Counseling. (*guarantor: head of the study department of the faculty*)

3.7.2 Social integration of students into the university environment

Organization of activities involving students in the environment of university life upon entering the faculty, **organization of cultural and social events** during their studies , involving students in education and creative activities, sports life and other activities of the faculty and university .

In **2023**, the solution to the priority will focus on the participation in the implementation of cultural and social events, in cooperation with the vice-rector for education. (*guarantor: vice dean for education*)

3.7.3 Support for especially gifted students of the faculty

Creating conditions for the development of intellectually demanding activities within the framework of educational, creative, professional and other activities of the faculty intended to **develop the abilities of particularly gifted students of the faculty** , especially at the level of their selective preference in involvement in the development of educational activities within the framework of IVA VETUNI projects, in the development of creative activities within the IGA VETUNI and ITA VETUNI projects, to the development of mobilities within the IMA VETUNI projects, to specialized creative activities within the framework of external grant projects, to specialized activities within professional veterinary and hygiene



activities and to the faculty's internationalization plans with possible targeted personal motivation **or financial for involvement in faculty activities** .

In 2023, the priority solution will focus on targeted personal (announcement of award winners) or financial (scholarships) motivation of students most successfully involved in intellectually demanding activities within the faculty's educational, creative and other activities. (*guarantor: vice dean for science, research and foreign relations*)

3.7.4 Support for the popularization of the results of the faculty's creative activity

The motivation of academic workers to publish articles on the results of scientific activity in the press intended for the professional community and, depending on the occasion, also intended for the public.

In 2023, the priority solution will focus on targeted personality (announcement of awardees) and/or financial awards for the popularization of the results of the faculty's activities at the level of articles of a research nature, articles intended for the professional community, or the public. (*guarantor: vice dean for science, research and foreign relations*)

3.7.5 Development of the educational and creative capacities of the faculty according to the demographic development in society and further according to the qualified requirements of professional bodies, institutions and organizations

Increasing the number of students and strengthening the educational and creative capacity of the faculty focusing on professional areas **in accordance with the qualified recommendations and requirements of professional bodies, institutions and organizations** (State Veterinary Administration, Chamber of Veterinary Physicians of the Czech Republic, Association of Veterinary Physicians of the Czech Republic, Institute of State Control of Veterinary Biopreparations and pharmaceuticals, the State Agricultural and Food Inspection, the Police of the Czech Republic, the Army of the Czech Republic and further according to the needs, preferences and public interest in the development of society and taking into account the demographic development in society.

In 2023, the priority solution will focus on increasing the number of students admitted to the master's degree programme in Veterinary Hygiene and Ecology and the bachelor's degree programme in Veterinary Public Health Protection. (*guarantor: vice dean for education*)

3.7.6 Support of education and creative activity in global issues of worldwide impact

Preferences for the development of education at the faculty in the following topics:

- The health of animals fulfilling the mission of a human companion, developing a person's mental health and acting as a prevention of stress overload and burnout syndrome,
- Food safety and human health from the point of view of diseases transmissible from animals to humans,
- **Animal protection in the sense of increasing the level of well-being of individuals and the issue of protecting entire communities and entire animal species,**
- Climate change and its effects on animal biology,
- Ecological aspects of human civilizing action,
- Waste and solutions for its elimination,



namely at the level of a possible new study field of undergraduate education in the educational field of **Veterinary Medicine, Veterinary Hygiene**; at the level of updating the content of some subjects of existing study programmes, at the level of special courses of optional level for students, at the level of doctoral education topics and possibly at the level of courses or special lectures within the framework of lifelong education.

In **2023**, the solution to the priority will focus on the preparation of a new bachelor's and subsequent master's study programme focused on the health of animals, their environment and the principles of maintaining and strengthening global health in nature and society, with a specific focus on the area of animal protection and on diseases that threaten biodiversity and the human population. (*guarantor: vice dean for education*)

4 Conclusion

The fulfillment of the strategic goals in their sub-priorities with the use of the established tools for their implementation in 2023 will enable the Faculty of Veterinary Hygiene and Ecology to strengthen its position as a high-quality and unique faculty focused on veterinary hygiene and ecology, animal protection and welfare, safety and quality of food and meals , veterinary protection of public health and in the area of animal health, their environment and the principles of maintaining and strengthening global health in nature and society within the university and in a wider national and international context.

In Brno December 12, 2023



Appendix

SWOT analysis_2023

Strengths

- Comprehensive veterinary education reflecting international (SOP EAEVE, EU Directive 36/2005/EC, etc.) requirements with emphasis on competencies in all areas of veterinary medicine (preclinical and clinical practice, APW, FSQ, VPH).
- Institutional accreditation for the period from 2019 to 2028 enabling independent national accreditation of study programmes.
- Unique position in the Czech Republic (the only institution providing veterinary education).
- Education that meets European and national rules for higher education.
- Implemented comprehensive system of quality assurance and internal evaluation at the University and Faculty level.
- More than 105 years of tradition in veterinary education.
- High share of practical training in modern clinics, specialized laboratories, technological processing units, slaughterhouses, agricultural and food processing facilities, including the University Farm.
- Close cooperation with potential employers of graduates (SVA, CVS, private veterinarians, food businesses, etc.).
- Modern, well-structured and well-equipped campus in the centre of the second largest city in the Czech Republic and the University's own Farm which facilitates practical training in cattle and pig farming, and farming of game kept in game preserves.
- Significant level of interfaculty integration of teaching allowing the concentration of the majority of core courses in the relevant Faculty (FVM – clinical courses, FVHE – courses of FSQ, VPH and legislation, APW), for which essential space, instruments, material and personnel are provided in the given area through each Faculty's traditional expert focus.
- Research and publication activities in major international veterinary journals.
- Student representation in the administration and management of the University and both Faculties, good contact with students.
- Exceptional conditions for the development of students' creative activities through University agencies for student mobilities (IMA), research activities (IGA), improving education (IEA) and involving students in research grant activities (ICA).
- Organization of events promoting the sense of belonging of the students and staff to the University and Faculties.
- Lifelong learning programmes for veterinary professionals and expert public (national certification/specialisation clinical training of state and practicing veterinarians, national courses on APW for state veterinarians, trainings for the competence to carry out activities with experimental animals, the competence to handle selected species of animals, and/or to perform regulated activities, other professional courses, special interest courses, and the University of the Third Age).
- State-guaranteed funding for veterinary education.



- Implementation of a comprehensive veterinary study programme in *Veterinary Hygiene and Ecology* enabling graduates to work in all areas of veterinary activity with significantly advanced competences for the activity of a state veterinarian.
- Unproblematic graduates employability in state veterinary administration, supervisory and control bodies, clinical practice, and other positions.
- Providing highly expert practical and advisory services in FSQ, and animal protection and welfare.
- Special facilities, laboratories, technological processing units, and special workplaces of veterinary focus allowing the implementation of veterinary education and research.
- Significant research activities and publication of the findings of the creative activities of the Faculty in FSQ, APW, and veterinary ecology.

Weaknesses

- Suboptimal age structure of academic staff in relation to the proportion of higher academic degrees resulting from the low interest of veterinarians in working at the University.
- Increasing administrative load on academic staff outside educational activities due to the requirements of national and supranational legislation or project providers.
- Gender imbalance (90% women) of applicants, students and graduates subsequently reflects in practice.
- Weaker quality of the University's website in terms of clarity and intuitiveness in search.
- Insufficient catering capacity for students and staff on campus.
- Exhaustion of parking spaces on the University campus for students.
- Low share of renewable energy in the operation of University departments.
- Higher energy consumption of the Faculty's technological facilities (slaughterhouse, technol. processing units – dairy, meat, fish).
- Low interest of academic staff of the Faculty in habilitation and professor procedures.

Opportunities

- Developing counselling activities for University students focused on study-related problems and difficult life situations.
- Improving the quality of educational activities in particular, by deepening the system of quality assurance and internal evaluation of activities.
- Promoting the targeted use of flexible teaching methods as modern tools for teaching and learning, promoting information technology.
- Further promotion of internationalisation and international mobilities of students and academic staff.
- Motivating staff by further promoting differentiation in remuneration according to performance.
- Promotion of career development and lifelong learning of employees (e.g. specialisation training).
- Continuously increasing cooperation with external stakeholders in the public and private sectors.



- Promoting activities to increase students' interest in the study (promotional events, social networks, etc.).
- Further deepening the students' sense of belonging at the Faculty and its activities (new events, etc.).
- Fulfilling the social responsibility of the Faculty on a regional, national and international scale.

Threats

- Reductions in funding of higher education from the budget of the Czech Republic due to the current increasing financial demands of veterinary and hygiene education, reductions in funding or change in the conditions for providing funding of creative activities by the MEYS, insufficient funding from the state for the necessary reconstruction or non-investment upgrades of infrastructure and equipment.
- Aging academic and support staff and also a shortage of qualified candidates to fill the vacant positions.
- Transfer of veterinary education and veterinary competences to other educational establishments.
- Disease situation in livestock farms and natural habitats leading to a ban on entry to livestock farms (restriction of practical training opportunities).
- Decrease in the number of agricultural and food processing establishments (limiting opportunities for work experience and practical training).