

University of Veterinary Sciences Brno

Faculty of Veterinary Hygiene and Ecology

**Strategic Plan
of the
Faculty of Veterinary Hygiene and Ecology
for the period from 2021 to 2030**



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discussed by the Scientific Board of FVHE VETUNI on April 30, 2021

approved by the Academic Senate of FVHE VETUNI on October 26, 2021

Brno, 2021

Content

1. Introduction	4
1.1. Mission of the Strategic Plan	4
1.2. The starting points of the Strategic Plan.....	4
1.3. Faculty vision.....	5
1.4. The mission of the faculty.....	6
2. Faculty strategy	7
2.1. Quality system development strategy	9
2.2. Education strategy	10
2.2.1. Undergraduate education in the master's study programme	10
2.2.2. Undergraduate education in bachelor's and follow-up master's degree programmes	19
2.2.3. Doctoral education.....	20
2.2.4. Lifelong learning.....	22
2.3. Strategy for the development of creative activity	22
2.3.1. Support of the faculty's research priorities	22
2.3.2. Project allocation of funds for research.....	23
2.3.3. Development Internal creative agencies supporting research teams of academic staff and Internal grant agencies supporting research with specific student involvement	23
2.3.4. Support of doctoral degree programmes in their research focus	24
2.3.5. Motivation of academic staff, postdoctoral fellows and doctoral students to intensive research activity.....	24
2.3.6. Increased emphasis on the creation of high-quality, recognizable outputs of creative activity in impacted journals.....	25
2.3.7. Support of creative activities oriented towards outputs intended for veterinary and hygienic practice	25
2.3.8. Increasing the level of the international dimension of creative activity	26
2.4. Strategy for the development of professional activity and cooperation with practice and the fulfillment of the faculty's social responsibility	27
2.4.1. Strategy for the development of professional activity	27
2.4.2. Strategy for the development of cooperation with practice.....	27
2.4.3. Strategy for fulfilling social responsibility	28
2.5. Internationalization development strategy	29
2.5.1. Global competence of students and faculty staff within the framework of internationalization of study, teaching and creative activities.....	29
2.5.2. Internationalization of study programmes.....	29
2.5.3. International accreditation of selected study programmes	29
2.5.4. Recognition of foreign education	30
2.5.5. Internationalization of human resources	30
2.5.6. International environment at the faculty	31
2.5.7. International level of creative activity at the faculty.....	31
2.5.8. Promotion of the faculty abroad	31
2.5.9. International institutions influencing veterinary education.....	32
2.5.10. Strategic management of internationalization at the faculty.....	32
2.6. Human resource development strategy	32
2.6.1. Academic staff.....	32
2.6.2. Support staff	33
2.6.3. Habilitation and professor appointment procedure.....	34
2.7. Strategy for the development of the legal environment.....	35
2.8. Strategy for the development of the facilities of the faculty.....	35
2.8.1. Spatial, equipment, material and administrative provision of activity.....	35

2.9.	Faculty funding strategy.....	36
2.9.1.	Non-investment financing.....	36
2.9.2.	Investment financing	38
2.10.	Faculty management	40
2.10.1.	Strategic management of the faculty	40
2.10.2.	Faculty organization.....	40
2.11.	Promotion, marketing and care of the history and traditions of the faculty and university..	41
2.11.1.	Caring for the history and traditions of the faculty and the university	41
2.11.2.	Promotion and marketing.....	42
3.	Priority goals	44
3.1.	Development of competencies directly relevant to life and practice in the 21st century	44
3.1.1.	Development of staff competencies for teaching and creating study programmes	44
3.1.2.	Development of methods for ensuring the quality of education and verifying learning outcomes	44
3.1.3.	Strengthening the link between study and practice and preparation for future application	45
3.1.4.	Building infrastructure for interactive methods of education and integration of students...	46
3.1.5.	Strengthening the international dimension of education	46
3.2.	Improving the availability and relevance of flexible forms of education	46
3.2.1.	Use of distance education methods in full-time study programmes	46
3.2.2.	Ensuring the quality of education provided by flexible forms in the combined and distance form of education	47
3.2.3.	Development of offer and innovation methods of flexible forms of education and online teaching in lifelong learning courses	47
3.2.5.	Recognition of previous learning outcomes in further study	47
3.2.6.	To support counseling in the possibilities of development of lifelong education of applicants	47
3.3.	Increasing the efficiency and quality of doctoral degree studies	48
3.3.1.	Improving the financial background for full-time doctoral degree students	48
3.3.2.	Creation of above-standard motivational conditions for excellent students of doctoral degree programmes.....	48
3.3.4.	Improving the conditions for successful studies, including balancing studies and family life and strengthening the social integration of doctoral degree students.....	49
3.4.	Strengthening strategic management and effective use of capacities in the field of research and development.....	50
3.4.2.	Support for research excellence and societal relevance	51
3.4.3.	Development of international cooperation.....	52
3.5.	Capacity development for strategic faculty management	52
3.5.1.	Implementation of key strategic priorities in the faculty's activities.....	52
3.5.2.	Strengthening the strategic management of the faculty.....	52
3.5.3.	Strengthening the strategic management of human resources.....	53
3.5.4.	Development of internal regulations and standards at the faculty and the legal environment to support the strategic management of the faculty.....	54
3.6.	Reducing the administrative burden on university staff	55
3.6.1.	Development of a professional apparatus providing support services for academic staff ...	55
3.7.	Other priority goals within the faculty development strategy	55
3.7.1.	Counseling for study applicants, students and career counseling for faculty graduates	55
3.7.3.	Support for especially gifted students of the faculty.....	56
3.7.4.	Support for the popularization of the results of the faculty's creative activity.....	56
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	56

3.7.6. Support of education and creative activity in global issues of worldwide impact	56
4. SWOT analysis	58
4.1. Strengths	58
4.2. Weaknesses.....	60
4.3. Opportunities.....	61
4.4. Risks	62
5. Conclusion.....	63

1. Introduction

1.1. Mission of the Strategic Plan

The strategic plan of the Faculty of Veterinary Hygiene and Ecology of the University of Veterinary Sciences Brno (hereinafter also referred to as FVHE VETUNI) for the period 2021 to 2030 (hereinafter also referred to as the Strategic Plan) constitutes the basic conceptual document of the faculty, which sets development priorities and subsequent measures to ensure the positive development of the faculty as a whole and as part of the university and individual activities carried out by the faculty. The strategic plan is a long-term conceptual document that creates the basic framework for the development of the faculty, any changes in the annual implementation of this strategic plan will be included in the Plan for the implementation of the strategic plan of the Faculty of Veterinary Hygiene and Ecology of the University of Veterinary Sciences Brno for the relevant year.

1.2. The starting points of the Strategic Plan

The strategic plan of the Faculty of Veterinary Hygiene and Ecology VETUNI for the period 2021 to 2030 follows on from the Strategic Plan of the Ministry of Education, Youth and Sports of the Czech Republic for the area of higher education institutions for the period from 2021.

The strategic plan is based on the legal framework given in accordance with Act No. 111/1998 Coll. on Higher Education (hereinafter referred to as the Higher Education Act), in particular Act No. 137/2016 Coll., and the implementing decrees issued to this Act, as well as on Government Regulation No. 275/2016 Coll., Government Regulation on Areas of Higher Education and Government Regulation No. 274/2016 Coll., Government Regulation on Standards for Accreditation in Higher Education, which lays down more detailed conditions for obtaining institutional accreditation for a university and determines the standards of higher education. Furthermore, the strategic plan is based on other legal regulations governing the conditions for creative activities, in particular Act No. 130/2002 Coll. on the Support of Research and Development from Public Funds and on the Amendment to Some Related Acts (the Act on the Support of Research and Development), as amended. In a professional position, the Strategic Plan is based mainly on Act No. 166/1999 Coll., Act on Veterinary Care and on Amendments to Certain Related Acts (Veterinary Act), as amended, and its implementing regulations, which regulate requirements for veterinary education in more detail.

At the level of transnational regulation, the Strategic Plan is based on European Parliament and Directive 2005/36/EC of the European Parliament and of the Council of 7 September 2005 on the recognition of professional qualifications (Text with EEA relevance), as amended, which regulates specific regulated requirements for the education of veterinarians. It is also based on the directive regulating international quality standards in higher education (Standards and Guidelines for Quality Assurance in the European Higher Education Area) from 2015, and from the document of the European Association of Establishments for Veterinary Education - EAEVE, recognized since 2018 by ENQA, including the Standard Operating Procedures for the International Accreditation of Veterinary Education (SOP EAEVE), as amended in their last update in 2019, including international standards for veterinary education, international indicators of the quality of veterinary education and their verification procedures. It also follows on from the results of international evaluations of veterinary education at the university from 1995, 2002, 2004 and 2013, containing assessments and possible

recommendations for the further development of veterinary education at the university and on the basis of which FVHE is placed on the prestigious List of positively evaluated veterinary faculties and universities in Europe (List of Evaluated and Approved Institutions by EAEVE).

At the national level, the strategic plan follows on from the results of the university's institutional accreditation carried out by the National Accreditation Bureau for Higher Education in 2019, by which the university received institutional accreditation for the field of education Veterinary medicine, Veterinary hygiene for bachelor's, master's and doctoral study programmes for a period of 10 years, and the results of the accreditation of fields for the habilitation and professor appointment procedure granted by the National Accreditation Bureau for Higher Education in 2020.

At the university level, the strategic plan follows on from the Long-term/Strategic plan for educational and scientific, research, development and innovation and other creative activities of the University of Veterinary Sciences Brno for the period 2016 to 2020, the Long-term/Strategic plan for education and science, research, development and innovation and other creative activities of the Faculty of Veterinary Hygiene and Ecology of the University of Veterinary Sciences Brno for the period 2016 to 2020 and individual updates of these long-term plans for the years 2016, 2017, 2018, 2019 and 2020, as well as on the more than 100-year history of the university (founded in 1918) and on the results of the university's and faculty's activities in the past period from 2016 to 2020.

1.3. Faculty vision

The Faculty of Veterinary Hygiene and Ecology VETUNI will preserve knowledge and develop university education at the level of bachelor's, subsequent master's, master's and doctoral study programmes and lifelong education in the field of veterinary education in the sense of increasing the quality of educational activities and fulfilling international standards of university education, developing creative thinking and gaining new knowledge of veterinary creative activities at the highest level of current scientific knowledge, carrying out professional veterinary and other activities to fulfill the professional role of an excellent professional veterinary staff place in relation to the public and the whole society, to realize a broad internationalization of education and creative activities strengthening transnational knowledge, understanding and deepening of quality in the international higher education space.

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

1.4. The mission of the faculty

The mission of the faculty is to implement university education, as well as scientific, research and other creative activities, as well as professional and related activities focusing on veterinary hygiene and ecology, animal protection and animal welfare, food safety and quality, and on the health of animals, their environment and the principles of maintaining and strengthening global health in nature and society, as well as fulfilling the role of the faculty's social impact and carrying out other activities fulfilling the mission of FVHE University of Veterinary Sciences Brno as an academic institution.

2. Faculty strategy

The Strategic Plan of the Faculty of Veterinary Hygiene and Ecology of VETUNI is to develop its position as an internationally recognized university institution with a specific professional focus on veterinary hygiene and ecology, animal protection and welfare, food safety and quality and the health of animals, their environment and the principles of maintaining and strengthening global health in nature and society, providing high-quality education, implementing excellent science, research and other creative activities and carrying out professional activities at the highest level, fulfilling the role of social operation of the university and operating as an internationally open university, asserting itself in the national and European higher education space, possessing an academic environment and values, using knowledge-based qualified management and effective financing, and modernizing its construction, technological and equipment facilities to a level corresponding to the current requirements for similar university institutions in developed countries, with a strategic goal:

- a) in the area of quality assurance, fulfill the faculty's responsibility for the quality of education, creative activities and other related activities by implementing and further improving the system of ensuring and internal evaluation of the quality of activities at the faculty,
- b) in the field of education, to be a prestigious faculty providing a very high level of education in the field of veterinary hygiene and ecology, animal protection and welfare for animals, food safety and quality, and in the field of animal health, their environment and the principles of maintaining and strengthening global health in nature and society at the level of bachelor's, follow-up master's, master's, doctoral degree programmes and life-long education programmes with a high level of quality,
- c) in the field of creative activity (scientific, research, development, innovation and other creative activities) to be a research faculty, focusing on issues in which the faculty achieves unique results, supporting excellent research activities at the university based on international projects and grants and creating conditions for research in other issues corresponding to the needs of society and the modern development of knowledge, with the aim of creating new knowledge and its application for society at a level comparable to other important university and research European and world workplaces ,
- d) in professional activities to carry out veterinary, hygienic and other activities at the highest professional level and thus create a quality center for these activities for professionals and the general public, in the field of cooperation with practice to provide professional services at a high professional level, to use the possibilities of mutual cooperation in joint activities with partners, to involve experts from practice in the activities of the faculty, in the field of fulfilling social responsibility to spread the knowledge of one's professional orientation and general social values, and thus to cultivate a regional, national and international social environment,
- e) in the field of internationalization, to act as an open faculty teaching students in Czech and English, with teaching in English study programmes, expanding opportunities for mobility to and from abroad for students and academic staff, and asserting itself at the international level as a prestigious university institution active in international organizations, and cooperating with selected international entities in the field of education, research and professional activities, and strengthening its credit within the European higher education area,

- f) in the field of human resources, improve the professional level and activities of employees, improve the conditions for their activities at the faculty and increase motivation to ensure the improvement of activities performed at the faculty,
- g) in the field of internal regulations and standards of the faculty, to improve the legal environment by setting the rights, obligations and conditions of activity at the faculty with a system of new or amended internal regulations and standards following on from generally binding legal regulations,
- h) in the area of spatial, instrumental, material, informational and administrative provision of activities at the faculty at a level corresponding to the level of similarly focused faculties in developed European countries,
- i) in the field of financing, rely on Europe's traditionally strong share of state funds, using current and new possibilities for financing the activities of the faculty with a gradual increase in the share of non-state funds for the further development of the faculty, apply the principles of justice and solidarity in the financing of individual parts of the faculty, the effectiveness of the financing of activities, the transparency of economic procedures based on recognized principles and rules, in the financing of education to strengthen the improvement of the quality of education, in the field of financing creative activities to strengthen the financing of successful work and staff, in the field of financing professional activities to strengthen workplaces that receive these funds, in the area of modernization of construction, technological and equipment facilities, to continue the further completion of the spatial and technological facilities of the faculty and the renewal and addition of modern equipment enabling education, creative activity, professional activity and social activity of the faculty at a high level of quality,
- j) in the area of faculty management, apply priorities based on conceptual continuity, transparent procedures based on objective data and respecting organizationally structured and personnel justice and legal qualification, develop the principles of academic freedom, academic self-governance and the university environment,
- k) in the field of promotion and marketing, support the building of positive media credit for the faculty, support the interest of the professional and lay public in the faculty and the results of its activities, support the belonging of students, graduates and employees with the faculty, support interest in the history and traditions of the faculty and the university, their present and their potential for action in the future.

The faculty's strategy is to strengthen the unique position of the FVHE VETUNI as a university institution, with a focus on veterinary hygiene and ecology, animal protection and good living conditions for animals, food safety and quality and the health of animals, their environment and the principles of maintaining and strengthening global health in nature and society, in its provision of a qualitatively high level of teaching corresponding to the level of similar university institutions in developed countries and exceeding this level in the areas of the faculty's uniqueness consisting in a high level of education based on a significant share of practical teaching and particularly favorable conditions for research in the field of veterinary hygiene, animal protection and welfare for animals, food safety and quality, and in the field of animal health, their environment and the principles of maintaining and strengthening global health in nature and society, making the faculty an exceptional institution in the European higher education space.

2.1. Quality system development strategy

Strategic Plan

Implementation and improvement of the quality assurance and internal evaluation system with the aim of maintaining and increasing the quality of educational and creative activities and related activities at the faculty.

Measures

- a) development of a quality assurance and internal quality assessment system at the faculty with a focus on veterinary hygiene and ecology, animal protection and animal welfare, food safety and quality and animal health, their environment and principles of maintaining and strengthening global health in nature and society for quality assurance and internal assessment of educational and creative activities and related activities,
- b) updating the rules of the system for ensuring and internal evaluation of the quality of educational and creative activities and related activities at the faculty in connection with the university system and transnational and national quality standards of higher education as well as specific quality standards in veterinary education,
- c) support of the quality system at the level of internal regulations and standards governing the provision and evaluation of the quality of activities at the faculty, in particular by creating documents:
 - Organizational and management structure for VETUNI quality assurance and internal evaluation (internal standard)
 - Rules for the Provision and Internal Evaluation of Educational, Creative and Related Activities and Internal Quality Assessment of Educational, Creative and Related Activities FVHE VETUNI (internal regulation)
 - Set of Requirements and Performance Indicators for the Activities of FVHE VETUNI (internal standard)
 - Evaluation of Study Programmes, their Design, Requirements and Review at FVHE VETUNI (internal standard)
 - Evaluation of teaching by students (internal standard)
 - Evaluation of study programmes by graduates (internal standard)
 - Evaluation of creative activity (internal standard)
 - Evaluation of academic and support staff (internal standard)
 - Evaluation of students at VETUNI (internal regulation)
 - Evaluation of cooperation with practice and fulfillment of social responsibility (internal standard)and also by participating in the amendment of the university's internal regulations and standards and the amendment of the faculty's internal regulations and standards.
- d) development of the faculty office for coordination and strategy in ensuring and internal evaluation of the quality of educational and creative activities and related activities,
- e) deepening the provision of internal quality assessment of educational, creative activities, professional activities and internationalization in the sense of determining quality requirements, fulfilling quality requirements, monitoring the fulfillment of quality requirements and taking ongoing measures, and further internal quality assessment in the sense of setting evaluation parameters, evaluating the fulfillment of set parameters, overall evaluation of the fulfillment of quality requirements and taking measures in case of detection of deficiencies within the internal quality assessment,

- f) securing the spatial, operational, material, personnel and financial background for the implementation of the system of ensuring and internal evaluation of the quality of educational and creative activities and related activities at the faculty,
- g) implementation of internal quality assessment using modern procedures,
- h) improvement of the system of ensuring and internal evaluation of the quality of educational and creative activities and related activities at the faculty by deepening the involvement in the system of students, graduates, employees, external partners of the faculty, and the possibility of possible comparison with other comparable institutions, including foreign institutions.

2.2. Education strategy

2.2.1. Undergraduate education in the master's study programme

2.2.1.1. Education focused on veterinary hygiene

Strategic Plan

Carry out university education with a focus on veterinary hygiene and ecology in a master's degree programme at a high level.

Measures

Fulfillment of the conditions of accreditation and standards of higher education and specific standards for veterinary education for the master's degree programme Veterinary Hygiene and Ecology.

2.2.1.2. Study programme

Strategic Plan

The study programme and its changes should be carried out 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 EAEVE and the requirements arising from the traditions and experience of the faculty.

Measures

- a) develop plans for the strategic development of education in the veterinary study programme, including a SWOT analysis highlighting the specifics of the faculty and its veterinary study programme,
- b) to develop a quality system for education and related activities in relation to the veterinary study programme at the faculty, to strengthen the quality system and its provision in relation to the veterinary study programme at the faculties, to implement a quality system at the faculty in relation to the veterinary study programme, including at individual workplaces with an emphasis on the feedback mechanisms of the system,
- c) coordinate the veterinary study programme through the faculty Veterinary Education Committee,
- d) to complete the ongoing update of the study programme, to participate in the harmonization of veterinary study programmes at both faculties, in the next period to organize the study programme and its changes so that they correspond to Directive 2005/36/EC as amended, especially in accordance with Directive 2013/55/EU and to include to the extent necessary

- basic science courses,
 - courses of preclinical sciences,
 - clinical courses focusing on pets,
 - clinical courses focusing on food animals,
 - food safety and quality courses,
 - courses of professional knowledge,
- and to create a single, logically arranged whole, with course connections,
- e) complete the ongoing Day 1 Competency Update (Day One Competences), participate in the harmonization of first-day competences at both faculties, in the next period implement the study program and its changes in such a way that it fulfills the current set of first-day competences, enabling the practice of the veterinary profession from the first day after graduation,
 - f) organize the study program in such a way that it sufficiently includes theoretical teaching, seminar teaching, practical non-clinical teaching (anatomical, pathomorphological , laboratory, practical teaching on healthy animals, etc.), practical clinical teaching, other teaching (e.g. in external operations and facilities, etc.),
 - g) implement the study program in such a way that the teaching includes different levels and methods of teaching including theoretical teaching, practical teaching on preparations, simulated teaching on models, teaching on healthy animals, teaching of individual topics on clinical cases, teaching of complex care for patients with the relevant diagnosis (outpatient examination, use of imaging methods, specialized clinical examination and treatment procedures, laboratory examination, outpatient treatment, emergency procedures, hospital treatment, etc.), teaching of veterinary care for specific groups of patients and teaching of veterinary management care for herds, flocks and other larger groups of animals,
 - h) to include internal practical teaching in the study programme (intramural training), when the student is taught in the teaching facilities of the university under the direct supervision of a person who is an academic staff and thus acquires practical skills under the guidance of an academic staff in direct teaching,
 - i) to include external practical teaching in the study programme (extramural training), when the student is taught in practice under the direct supervision of a person who is an academic staff and thus acquires practical skills under the guidance of an academic staff directly in practice,
 - j) include external practices in the study programme (EPT - external practical training), when a student performs practice under the direct supervision of a person who is not an academic staff, and thus acquires practical skills directly in the conditions of operational practice, of which he keeps written records, and to complete a more detailed system of contents, assessment and evaluation of practice and create a system of contracts with partners enabling the performance of practice by students.

2.2.1.3. Teaching rooms, units, facilities and systems for veterinary education

Strategic Plan

To create an environment at the faculty that meets the needs of quality veterinary education of future veterinarians in the areas that the faculty provides as part of integrated veterinary education.

Measures

- a) to operate lecture halls with a high standard of equipment with multimedia technology enabling high-quality theoretical teaching for the needs of large teaching groups of students,
- b) keep the seminar rooms adequately equipped with multimedia technology for the needs of large teaching groups of students,
- c) operate computer rooms equipped with a sufficient number of computers and software enabling an individual teaching connection between the student and the computer,
- d) laboratories (microscopic, chemical, zoological, biochemical, pathophysiological, pathohistological, microbiological, parasitological, molecular biological, toxicological, food hygiene and sensory, and others) to be modernized and implemented in a capacity that enables adequate practical teaching so that laboratory teaching provides the possibility of obtaining sufficient practical experience and skills for each student,
- e) to organize dissection rooms so that each student acquires adequate dissection skills and pathomorphological and pathohistological experience,
- f) implement special processing units, e.g. slaughterhouse, technological processing units, slaughterhouses, agricultural and food processing facilities, etc., in a standard that provides facilities for adequate practical teaching of students in this special operation, or ensure access to the operations for the implementation of education in these external facilities,
- g) run farms of the necessary species of animals (game, fish and bees) or secure access to external farms of the necessary species of animals for pre-clinical teaching on healthy animals to create a background for the implementation of teaching on healthy animals in the sense of animal breeding, animal treatment, issues of welfare for animals and teaching of handling and investigation of animals and entire herds of animals,
- h) to modernize facilities and laboratories for teaching of animal protection and animal welfare and to establish a teaching center for the protection and welfare of selected animal species and its further development,
- i) to modernize and run technological facilities, food safety and quality laboratories to create a background for teaching the health and hygienic safety of food, assessment, certification, control, supervision and audits within the framework of veterinary food supervision,
- j) modernize and operate facilities for experimental animals at the faculty and treat animals in accordance with the conditions of animal protection against cruelty and requirements for animal welfare,
- k) to upgrade and modernize teaching systems in the area of legislative, administrative, record-keeping and decision-making activities of veterinary care and service authorities, creating a background for teaching official decision-making and the activities of veterinarians, especially in the areas of preventing and combating diseases, animal health protection, creating good living conditions for animals and protecting them against abuse, and in the area of veterinary hygiene services.

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

Strategic Plan

Ensuring a sufficient number and spectrum of healthy animals, clinical cases, dead animals and biological material so as to enable adequate practical teaching of students in the areas provided by the faculty as part of integrated veterinary education.

Measures

- a) ensuring a sufficient number of samples of biological material for the teaching of basic courses,
- b) ensuring a sufficient number of samples for teaching toxicology,
- c) ensuring a sufficient number of samples, model and real cases for laboratory teaching of preclinical courses,
- d) ensuring a sufficient number of live animals for student teaching held under the direct supervision of academic staff,
- e) ensuring access to a sufficient number of fish and bee farms and breeding units for clinical teaching of students conducted under the direct supervision of academic staff,
- f) ensuring a sufficient number of model and real cases for teaching the protection of animals against cruelty and the creation of welfare conditions for animals,
- g) ensuring a sufficient number of slaughtered food animals to teach inspection of slaughter animals at slaughterhouses,
- h) ensuring a sufficient number of samples, model and real cases for teaching of the health and hygienic safety of food, assessment, certification, inspection, supervision and audits within the framework of veterinary supervision of food,
- i) ensuring a sufficient number of model and real cases for teaching the legislative, administrative, record-keeping and decision-making activities of veterinary care authorities and for teaching official decision-making and the activities of veterinarians, especially in the areas of preventing and combating diseases, protecting animal health, creating good living conditions for animals and protecting them against abuse.

2.2.1.5. Safety of students and staff during veterinary education

Strategic Plan

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

Measures

- a) the activities of the special commission for the safety of academic staff, employees and students (*Committee on Safety and Health at Work and Study*) in the framework of educational, creative and other activities at the faculty,
- b) realization of practical teaching in groups enabling ensuring the safety of students in teaching, i.e. clinical lessons when working with animals in small groups of around 6 students per 1 teacher, non-clinical practical lessons with around 12 students per teacher, seminar lessons with around 24 students per teacher, and theoretical lessons depending on the capacity of the lecture rooms,
- c) the use of protective clothing, protective equipment, objects and equipment to protect against infectious diseases and during activities with biological material, with genetically modified organisms, with chemical substances and medicines and with radioactive and ionizing radiation,
- d) provision of manuals (*Biosecurity & Biosafety Manual*) for safe work with biological material and their availability to academic staff, employees and students,
- e) retrofitting teaching laboratories with equipment and first aid needs, especially according to the nature of the laboratory, emergency eye and face showers, emergency laboratory showers, first aid kits, disinfectants, deactivation agents, first aid procedures, provision of

- emergency manuals for cases of first aid and their placement in relevant operations and laboratories,
- f) updating evacuation plans for quickly leaving rooms, corridors and buildings in case of danger,
 - g) compliance with the rules for handling biological material, genetically modified organisms, chemical substances, medicines and radioactive and ionizing radiation,
 - h) compliance with national regulations and occupational health protection procedures,
 - i) compliance with national regulations and procedures for ensuring fire protection,
 - j) compliance with the waste management system ensuring safe removal and possible deactivation and removal or elimination of waste from the faculty's workplaces.

2.2.1.6. Teaching resources in veterinary education

Strategic Plan

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

Measures

- a) creation of teaching resources for teaching students by academic staff directly or with the support of the Internal Education Agency VETUNI,
- b) creation of teaching resources for teaching by students under the professional guarantee of academic staff directly or with the support of the Internal Education Agency VETUNI,
- c) creation of a database of created teaching aids freely accessible to students,
- d) providing, in cases where it is possible, electronic forms of teaching materials for lectures and possibly further study to students,
- e) using, where possible, e- learning platforms for teaching resources to teach students,
- f) provision of teaching resources (books, magazines, teaching texts) by external authors and workplaces and their availability in the university library,
- g) enable students to access the institutional libraries for the purpose of study,
- h) free access of students to scientific and professional databases available at the university,
- i) free access of students to the Internet on the university campus and in the dormitories,
- j) allowing students access to permanent specimens, models and artificial specimens as part of their studies.

2.2.1.7. Students and student evaluation in veterinary education

Strategic Plan

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.

Measures

- a) to provide study applicants with adequate, comprehensive and understandable information about the admissions procedure, the course of study, the completion of studies and the application of graduates in practice,

- b) implement the admission process according to predetermined, unambiguous and objective conditions and evaluate the results of the admission procedure objectively with the selection of those who succeeded the best in the admission procedure,
- c) evaluate the results of the admission procedure and assess the setting of the conditions of the admission procedure from the point of view of achieving the goal of selecting applicants with the best prerequisites for studying veterinary medicine, and in this sense make adjustments in the admission procedure process,
- d) determine the number of accepted applicants with regard to the long-term trends in the development of the number of veterinarians in practice and their needs for the provision of state and private veterinary care, and with regard to the development of veterinary education at the university and the development of veterinary medicine in society,
- e) to teach students in accordance with the latest findings in veterinary medicine as a field, and with the latest trends in the teaching of veterinary medicine in a university environment and with the latest trends in the development of veterinary practice in both curative, preventive and official veterinary activities,
- f) create conditions for students with specific needs whose handicap is compatible with the study of the veterinary study programme (dyslexia, dysgraphia, etc.), and their teaching procedures for successful study of the veterinary study programme,
- g) to formulate a system of support for underperforming students and implement the possibilities of increased support for these students,
- h) to support student life at the faculty in its veterinary specifics,
- i) to provide counseling to students during their studies dealing with issues of study, activities at the faculty, difficult life situations or career counseling,
- j) to organize the study with regard to the defined learning outcomes of the entire study and the corresponding competencies, to determine the content of the state exams in accordance with them, to define the teaching in individual courses in terms of their content, scope and interdependence, to adapt the teaching methods and assessment of the knowledge, experience and skills achieved by students to the learning outcomes of the individual courses,
- k) apply formative assessment methods (assessment that is applied during the study of courses, in the sense of continuous control of whether the student works sufficiently using observation, written preparations and assignments, guided discussion and targeted questioning) with the aim of motivating students in their studies and increasing their activity during their studies,
- l) apply summative assessment methods (overall assessment that is applied at the end of the course/year/study) in order to assess the level of students' achieved knowledge, experience and skills,
- m) to evaluate students on the basis of objective evaluation of fulfillment of study obligations and on the basis of predetermined objective procedures and criteria leading to objective assessment of the achieved knowledge, experience and skills of the student, to use the knowledge and skills of students objective procedures using written testing, tests and objectify oral testing by completing the rules for this verification of students' knowledge, etc.,
- n) evaluate the results of students' studies and, in the event of detection of negative trends in the provision of teaching or in the achievement of study results by students, take appropriate measures to improve the results of students' studies,

- o) establish the structure of state examinations so that it corresponds to the competences of performing veterinary care in all areas of application of veterinarians.

2.2.1.8. Academic and support staff in veterinary education

Strategic Plan

Ensure that academic and support staff in veterinary education 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.

Measures

- a) implement the recruitment of academic staff on the basis of a selection procedure published outside the university and assessing the prerequisites for university teaching and specifically for veterinary teaching,
- b) to determine the number of academic staff for veterinary teaching at the faculty so as to ensure the veterinary education of students in an adequate scope and quality, and to ensure that the total number of academic staff to the number of students corresponds to internationally recognized standards for veterinary education,
- c) determine the number of veterinary academic staff for veterinary teaching at the faculty in such a way as to ensure the veterinary character of the students' teaching, and ensure that the total number of veterinary academic staff to the number of students corresponds to internationally recognized standards for veterinary education,
- d) to determine the number of support staff for veterinary teaching in the faculty so as to ensure the veterinary education of students in an adequate scope and quality, and to ensure that the total number of support staff corresponds to internationally recognized standards for veterinary education,
- e) implement the development of teaching competences for academic staff and operational competences for support staff in the form of training, courses, motivation to increase their expertise, development of teaching and operating methods, support for increasing their qualifications, development of their computer, language, communication skills and renewal of competences within the framework of occupational safety, fire protection, biological safety and waste management,
- f) to implement a system of evaluation of academic staff creating, on the basis of the assessment of various activities carried out within the framework of educational, creative and related activities at the university, a summary assessment of the academic staff with the possibility of recognizing any shortcomings in fulfilling the necessary scope and quality of university activities,
- g) to link the remuneration of academic staff in its variable component to an appropriate extent with the result of the overall assessment of the academic staff within the framework of the academic staff assessment system,
- h) to support academic staff in the development of their creative abilities and in their involvement in doctoral studies to achieve a scientific qualification and Ph.D. title,
- i) to support academic staff in the development of their professional abilities and in their involvement in professional qualification training to achieve professional specialization, in the form of attestation training for specialization focused on infections and infectious diseases of animals, on the protection of animal health and well-being for animals, on health safety and food hygiene,
- j) to support academic staff in the development of their professional abilities and in their involvement in transnational specialization programmes, especially within the framework

- of European veterinary specialization programmes to achieve the designation of European veterinary specialist for the relevant species or the relevant veterinary activity,
- k) to implement a system of evaluation of non-academic staff (support staff) creating, on the basis of an assessment of their activity, a summary assessment of a non-academic staff with the possibility of recognizing any shortcomings in the fulfillment of the necessary scope and quality of the activities ensured by him,
 - l) finalize the career rules for academic staff and for support staff.

2.2.1.9. International indicators of quality in veterinary education

Strategic Plan

Fulfillment of international quality indicators in veterinary education at the level required to fulfill international quality standards of veterinary education (ESEVT SOP EAEVE).

Measures

- a) fulfillment of the indicator value: the ratio of the number of recalculated academic staff in veterinary education to the number of veterinary students at the level of the required value (guideline value 0.13, with possible change according to EAEVE settings),
- b) fulfillment of the indicator value: the ratio of the number of recalculated academic staff of veterinary doctors in veterinary education to the number of veterinary graduates at the level of the required value (guideline value 0.63 , with possible change according to EAEVE),
- c) fulfillment of the value of the indicator: the number of non-teaching employees in veterinary education to the number of veterinary graduates at the level of the required value (indicative value 0.54, with possible change according to EAEVE),
- d) fulfillment of the value of the indicator: the number of hours of practical teaching in laboratories and classrooms and non-clinical , including teaching on healthy animals (non-clinical teaching) at the level of the required value (guideline value 701, with possible changes according to EAEVE),
- e) fulfillment of the value of the indicator: the number of hours of clinical practical teaching (including propaedeutics, pathological diagnosis on cadavers , practice of therapy actions and surgical actions on cadavers , organs and models) at the level of the required value (guideline value 705, with possible change according to EAEVE),
- f) fulfillment of the indicator value: the number of hours of teaching food safety and quality and veterinary public health at the level of the required value (guideline value 192, with possible change according to EAEVE),
- g) fulfillment of the indicator value: the number of hours of mandatory extramural practice of food safety and quality and veterinary public health at the level of the required value (guideline value 32, with possible change according to EAEVE),
- h) fulfillment of the value of the indicator: the number of pet patients in veterinary care at clinics (dogs, cats) to the number of veterinary graduates at the level of the required value (guideline value 43.58, with possible change according to EAEVE),
- i) fulfillment of the indicator value: the number of ruminant and pig patients in veterinary care in clinics to the number of veterinary graduates at the level of the required value (guideline value 0.89, with possible change according to EAEVE),
- j) fulfillment of the indicator value: the number of equine patients in veterinary care at clinics to the number of veterinary graduates at the level of the required value (guideline value 1.53, with possible change according to EAEVE),

- k) fulfillment of the indicator value: the number of patients of rabbits, rodents, birds and exotic animals (not wild animals) in veterinary care in clinics to the number of veterinary graduates at the level of the required value (guideline value 1.16, with possible change according to EAEVE),
- l) fulfillment of the indicator value: the number of pet patients treated extramurally (dogs, cats) to the number of veterinary graduates at the level of the required value (indicative value 0.43, with possible change according to EAEVE),
- m) fulfillment of the indicator value: the number of ruminant and pig patients treated extramurally to the number of veterinary graduates at the level of the required value (guideline value 8.85, with possible change according to EAEVE),
- n) fulfillment of the indicator value: the number of horse patients treated extramurally to the number of veterinary graduates at the level of the required value (guideline value 0.62, with possible change according to EAEVE),
- o) fulfillment of the indicator value: the number of animal herds visited (ruminants and pigs) to the number of veterinary graduates at the level of the required value (guideline value 0.54, with possible change according to EAEVE),
- p) fulfillment of the indicator value: the number of visited units where poultry, rabbits, fish and bees are kept to the number of veterinary graduates at the level of the required value (guideline value 0.04, with possible change according to EAEVE),
- q) fulfillment of the indicator value: the number of cadavers (necropsies) of pet animals to the number of veterinary graduates at the level of the required value (guideline value 1.40, with possible change according to EAEVE),
- r) fulfillment of the indicator value: the number of carcasses (necropsies) of ruminants and pigs to the number of veterinary graduates at the level of the required value (guideline value 0.90, with possible change according to EAEVE),
- s) fulfillment of the indicator value: the number of cadavers (necropsies) of horses to the number of veterinary graduates at the level of the required value (guideline value 0.10, with possible change according to EAEVE),
- t) fulfilling the value of the indicator: the number of cadavers of rabbits, rodents, birds and exotic animals to the number of veterinary graduates at the level of the required value (guideline value 0.88, with possible change according to EAEVE),
- u) fulfillment of the indicator value: the number of recalculated specialized veterinarians (recognized by the corresponding national accreditation office for national specializations and/or EBVS and/or ABVS) involved in veterinary education to the number of veterinary graduates at the level of the required value (guideline value 0.06, with possible change according to EAEVE),
- v) fulfillment of the indicator value: the number of PhD graduates per year to the number of veterinary graduates at the level of the required value (guideline value 0.07, with possible change according to EAEVE).

2.2.1.10. International accreditation

Strategic Plan

Assessment of the level of veterinary education by 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 the European Association of Establishments for Veterinary Education (EAEVE), which is a member of ENQA (European Association for Quality Assurance in Higher Education).

Measures

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

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

Strategic Plan

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

Measures

- a) fulfillment of accreditation conditions and higher education standards for the study programme
 - Animal Protection and Welfare,
 - Food Safety and Quality,
 - Food Safety and Quality in Gastronomy,
 - possibly for another newly accredited study programme focusing on the health of animals, their environment and the principles of maintaining and strengthening global health in nature and society,
- b) the definition of learning outcomes for individual study programmes from the point of view of determining the required learning process outcomes, the content of study programmes and the teaching method to fulfill the set learning outcomes,
- c) increasing the quality of education in bachelor's and follow-up master's study programmes in the sense of the latest trends in student education with a focus on specific issues of study programmes implemented at the faculty,
- d) implementation and development of a new bachelor's and follow-up master's study program focused on the health of animals, their environment and the principles of maintaining and strengthening global health in nature and society,
- e) supporting the interest of talented high school students in studying in bachelor's and follow-up master's study programmes in the area of focus of VETUNI's study programmes, in particular by providing sufficient adequate information about the social and professional significance of the program, about the admissions process for study, about the course of study, about the possibilities of application in practice, and further support

- for cooperation with high schools in their professional activities focused on the program or related programmes,
- f) organization of the admission procedure for studying in bachelor's and follow-up master's study programmes in the field of focus of VETUNI study programmes, creating preferences for talented study applicants and applicants with a strong interest in the studied program,
 - g) innovation of the study program, especially in its curriculum from the point of view of the representation of individual courses, the continuity of individual courses, the inclusion of new courses, the syllabi of courses from the point of view of their modernization according to the latest knowledge in the field, the inclusion of practical teaching supporting the acquisition of not only experience but also skills, further internships and practical training, ending courses with credit, an exam or a state exam, aimed at forming a modern curriculum for studies in bachelor's and follow-up master's study programmes in the field of study programmes of the faculty,
 - h) increasing the level of activity of study program guarantors and study course guarantors in the sense of developing the quality of education in study programmes and study courses of the faculty,
 - i) modernization of the forms of teaching, especially from the point of view of the presentation of theoretical knowledge with the use of multimedia tools, the transfer of practical experience, especially during practical teaching in laboratories, specialized laboratories, semi-operational workshops, slaughterhouses, in enterprises, animal husbandry and in supervisory activities, as well as the support of teaching oriented towards the acquisition of skills for the implementation of practical professional tasks in the field, and the support of internships to learn about the environment of the practical performance of the profession,
 - j) the development of electronic study supports and increasing their availability to students,
 - k) supporting the involvement of students in the modernization of educational activities at the faculty, especially through the University's Internal Education Agency (IEA) and the support of this university agency,
 - l) prevention of plagiarism and other similar undesirable activities during education,
 - m) development of spatial, operational, instrumental, material, informational, administrative security of bachelor's and follow-up master's study programmes,
 - n) increasing the level of staffing of student teaching by supporting teaching and testing students' knowledge by academic staff with experience in teaching, research and practical experience, academic staff with higher academic qualifications, experts obtained from supervisory activities and from the operation of individual enterprises and other areas of practice, experts with foreign experience and from abroad.

2.2.3. Doctoral education

Strategic Plan

To increase the level of university education in doctoral degree 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.

Measures

- a) fulfillment of accreditation conditions and higher education standards for doctoral degree programmes

- Veterinary Ecology and Wildlife Diseases,
 - Animal Husbandry, Animal Nutrition and Biochemistry,
 - Animal Protection, Welfare and Behavior,
 - Veterinary Public Health, Forensic Veterinary Medicine and Toxicology
 - Food Hygiene and Technology,
 - possibly for other newly accredited study programmes for the doctoral level of study,
- b) description of the learning outcomes for individual study programmes from the point of view of determining the required learning process outcomes, the content of the study programmes and the teaching method to fulfill the set learning outcomes,
 - c) increasing the quality of education in doctoral degree programmes by emphasizing the research part of the doctoral study and the publication of the results obtained within the study in quality scientific journals,
 - d) supporting the interest of graduates of the university's master's study programmes, or graduates of study programmes closely related to them, in scientific, research and other creative activities by involving talented students of master's programmes in solving faculty research projects with possible financial motivation for these students resulting from specific research projects, grant agencies and projects of other providers of funds for scientific, research and other creative activities,
 - e) the organization of the admission procedure for doctoral degree programmes with a preference for applicants who have the prerequisites for scientific and research work, language skills and a significant interest in the studied doctoral degree program,
 - f) innovation of individual doctoral degree programmes, especially from the point of view of the representation of teaching courses, the inclusion of practical teaching supporting the acquisition of experience from scientific and research work, research practices at other workplaces aimed at obtaining new knowledge, procedures and methods of scientific and research activity in the field of study,
 - g) increasing the level of activity of chairpersons of Doctoral Boards of study programmes and guarantors of study courses in the sense of developing the quality of education in study programmes and study courses of the faculty,
 - h) modernization of the forms of teaching, especially from the point of view of the presentation of theoretical knowledge with the use of multimedia means, the transfer of practical experience, especially during practical teaching in clinics, laboratories, specialized laboratories, and further support for teaching oriented towards the acquisition of skills for performing practical professional tasks in veterinary medicine,
 - i) support for internships at other domestic and foreign university and research workplaces to learn about the research environment and quality research activities,
 - j) supporting the involvement of students in the modernization of educational activities at the faculty, especially through the University's Internal Education Agency (IEA) and the support of this university agency,
 - k) prevention of plagiarism and other similar undesirable activities during doctoral education,
 - l) development of spatial, operational, instrumental, material, informational, administrative security of doctoral degree programmes,
 - m) improving the quality of teaching personnel in doctoral degree programmes, preferences in assigning the supervision of work, especially academic staff with higher academic qualifications, and cooperation with researchers and research teams of high-quality research workplaces with foreign experience and from abroad.

2.2.4. Lifelong learning

Strategic Plan

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.

Measures

- a) participation in the creation of new ones, in the innovation of existing ones and the continuation of the implementation of lifelong education courses oriented towards the performance of the profession, in particular further education of state veterinarians and, if possible, also of private veterinarians, and veterinarians in other areas of their activity, further education to obtain qualifications according to special laws, especially in the area of animal protection and welfare, food safety and quality, animal breeding and breeding and others,
- b) participation in the creation of new ones, the innovation of existing ones and the continuation of lifelong learning courses in areas of interest, especially courses for applicants to study at the faculty, courses for animal breeders, courses in the field of animal protection and welfare , courses in the field of food safety and quality, both for the professional and other public,
- c) participation in the organization of courses for seniors within the University of the Third Age focused mainly on health safety and food hygiene, on food safety and quality, and possibly on the protection and well-being of animals and on other areas of the faculty's expertise,
- d) participation in the organization of courses for academic and non-academic staff with a focus on deepening professional knowledge and pedagogical competences, on information technology, on increasing administrative skills, on increasing language skills,
- e) participation in the development of counseling for those interested and participants in lifelong learning at the university.

2.3. Strategy for the development of creative activity

Strategic Plan

To develop the faculty as a research institution, to expand and improve scientific, research, innovative and other creative activities at the faculty with a focus on veterinary hygiene and ecology, as well as on animal protection and well-being for animals, safety and quality of food 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 successfully obtaining, solving and completing projects of quality creative activity and expanding and improving the application of the results of creative activity in notable outputs, especially in internationally recognized high-quality scientific journals.

2.3.1. Support of the faculty's research priorities

Strategic Plan

Support of the research priorities of the faculty, highlighting 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, food safety and quality, and with a focus on the health of animals, their environment and the principles of maintaining and strengthening global health in nature and society.

Measures

- a) support of the faculty's research priorities in the field of veterinary hygiene and food safety and quality within the framework of internal project support and external grant competitions
 - health safety, hygiene and food quality,
- b) support of the faculty's research priorities in the field of animal protection and welfare for animals within the framework of internal project support and external grant competitions
 - animal protection, welfare and ethology, including the effects of stressors and toxins on animals,
 - veterinary aspects of animal nutrition, pathobiochemistry and metabolic diseases of animals,
- c) support of the faculty's research priorities in the area of animal health, their environment and the principles of maintaining and strengthening global health in nature and society within the framework of internal project support and external grant competitions
 - wild animal diseases.

2.3.2. Project allocation of funds for research

Strategic Plan

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

Measures

- a) allocation of funds for research to research teams with the purpose of long-term conceptual development of research organizations according to the targeted focus of the development of the research area,
- b) allocation of funds for research within the Internal Creative Agency to research teams of creative staff and students on the basis of research projects with a defined research purpose, its methodology and expected outputs from the research activity,
- c) allocation of funds for research within the Internal Grant Agency to research teams with specific involvement of students on the basis of research projects with a defined research purpose, its methodology and expected outputs from the research activity,
- d) allocation of funds for research within the projects of external grant agencies (Grant Agency of the Czech Republic, Technology Agency of the Czech Republic, National Agency for Agricultural Research, Agency for Medical Research of the Czech Republic, etc.) to research teams on the basis of projects accepted as part of the competition by these agencies,
- e) allocation of funds for research within the framework of international research projects obtained in international competitions for grants for the implementation of research activities defined by the project.

2.3.3. Development Internal creative agencies supporting research teams of academic staff and Internal grant agencies supporting research with specific student involvement

Strategic Plan

Participate in the development of the Internal Creative Agency (ICA) supporting research teams of academic staff and the Internal Grant Agency (IGA) supporting the research of PhD students and undergraduate students in particular.

Measures

- a) the faculty's contribution to the development of the university's internal research agency focused on high-quality research carried out by research teams of academic staff and possibly students (ICA) supporting high-quality large-scale university projects,
- b) the faculty's share in the development of the university's internal grant agency focused on research carried out with the specific involvement of students and academic staff (IGA) supporting smaller research projects especially of university students,
- c) participation in the training of project solvers within ICA and IGA supporting a qualitatively higher level of project administration and the use of options offered by internal university agencies,
- d) participation in the modernization and computerization of administrative activities within the ICA and IGA at the university,
- e) participation in the modernization of project defenses of internal university agencies with the development of added value in the sense of highlighting outputs usable for publications in quality scientific journals and evaluating the contribution within the faculty's research priorities.

2.3.4. Support of doctoral degree programmes in their research focus

Strategic Plan

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

Measures

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

2.3.5. Motivation of academic staff, postdoctoral fellows and doctoral students to intensive research activity

Strategic Plan

Motivation of academic staff, postdoctoral fellows and doctoral students to intensive research activity in the sense of individualizing the record of the results of creative activity and its evaluation within the framework of Academic Staff Assessment (ASA) with a direct impact on the wage evaluation of staff.

Measures

- a) individualization of records of the results of creative activity, enabling the expression of the quality and quantity of the creative activity of an individual creative staff - academic staff, postdoctoral fellow and doctoral student, thereby supporting healthy competition at the level of research prestige of creative staff,
- b) evaluation of the results of creative activity enabling the comparison of the scope and effectiveness of the activities of individual creative staff to obtain a relative value in the applicability of the results of the creative activity of each creative staff using the Academic Staff Evaluation (ASA) system,
- c) salary evaluation of the scope and quality of the applicable results of the creative activity of each creative staff and thus the motivation for his further creative activity,
- d) scholarship motivational evaluation of the scope and quality of the applicable results of the creative activity of each doctoral student and thus his motivation for further creative activity,
- e) motivation of academic staff, postdoctoral fellows and doctoral students to further high-quality research activity in the form of an institutional award for the most efficient creative staff at the level of the award given by the dean of the faculty.

2.3.6. Increased emphasis on the creation of high-quality, recognizable outputs of creative activity in impacted journals

Strategic Plan

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

Measures

- a) completion of research projects and other research activities at the level of scientific outputs appreciable from the research activity,
- b) preference in publication activity for international scientific journals with an impact factor,
- c) motivation by increased evaluation within the Evaluation of academic staff publications published in scientific journals classified in quartiles Q1 and Q2,
- d) special wage assessment of creative staff publishing in scientific journals classified in quartiles Q1 and Q2,
- e) preference in awarding projects of internal university agencies to teams of creative staff publishing in scientific journals ranked in quartiles Q1 and Q2.

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

Strategic Plan

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

Measures

- a) ending applied research projects with results applicable in practice and recognized according to the Methodology for Evaluating Research organizations – Methodology 17+) with regard to the assessment of the quality of the outputs
- b) support for results intended for veterinary and hygiene practice, especially presented at the level of publications in professional journals,
- c) support for the organization of professional conferences of the faculty open to participants from veterinary, hygiene and animal husbandry practice to convey the results of creative activity that can be used in practice (e.g. within the Lenfeld and Hökl Days, Animal Protection and Welfare and other conferences),
- d) supporting the active participation of academic staff and other creative staff of the faculty at conferences of a national and international nature enabling the transfer of research results to veterinary, hygiene and other practice,
- e) implementation of contractual research for entities in veterinary, hygiene and other practice creating outputs of creative activity that can be used in practice,
- f) carrying out joint research of the faculty with state and public administration bodies, institutions and organizations leading to the results of creative activity that can be directly used by these cooperating entities,
- g) completion of applied research projects at the level of protected outputs intended for transfer to veterinary and hygienic practice,
- h) participation in the amendment of internal regulations and standards governing the creation and protection of intellectual property at the university and its transfer to veterinary and hygienic practice,
- i) supporting the creation of outputs that can be well used in veterinary and hygiene practice through the education of doctoral students, academic and non-academic staff in the field of copyright, intellectual property protection and technology transfer.

2.3.8. Increasing the level of the international dimension of creative activity

Strategic Plan

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

Measures

- a) involving the faculty in solving projects of international agencies for the support of creative activity, especially at the level of European programmes and the EU framework program for research and innovation Horizon Europe (2021 to 2027),
- b) supporting the cooperation of research teams of the faculty with research teams of foreign universities, research workplaces and other research institutions,
- c) the development of the mobility of academic staff and other creative staff directed to foreign universities, research workplaces and other research institutions, to gain international experience and skills for creative activity,
- d) increasing the number of faculty publications with a share of authors from foreign universities, research institutes and other research institutions demonstrating the international dimension of creative activity at the faculty,
- e) supporting the participation of academic staff and other creative staff in their participation in international congresses and conferences to gain knowledge from the

results of creative activity of foreign workplaces, to acquire the skill of cultivated participation in international scientific meetings, to gain experience with the active presentation of the results of creative activity in international collectives in a discussion format, and to create an opportunity for personal acquaintance with important creative staff of international importance with the potential to join creative teams dealing with international projects and grants.

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

2.4.1. Strategy for the development of professional activity

Strategic Plan

Deepening 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.

Fulfilling the requirement to carry out veterinary hygiene activities in the area of slaughtering cattle for slaughter, pigs and possibly other types of animals for slaughter, activities of semi-operational 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 prerequisites for veterinary hygiene and technological scientific and research activities.

Measures

Implementation of veterinary hygiene activities at the slaughter of animals for slaughter at the faculty and in slaughterhouses cooperating with the faculty to ensure the necessary number of carcasses and organs of slaughtered animals for veterinary inspection of slaughter animals before slaughter and carcasses and organs after slaughter, and further development of activities in pilot-scale meat, fish and dairy workshops and laboratory veterinary hygiene activities corresponding to the requirements for quality teaching, and also as a research environment for obtaining new scientific knowledge in the field veterinary hygiene and food safety and quality,

2.4.2. Strategy for the development of cooperation with practice

Strategic Plan

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 , food safety and quality, 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 faculty graduates find employment.

Provide professional practice professional services of a high professional standard, provide professional services using mutual cooperation in joint activities with partners, provide professional advice for practice courses, involve experts from practice in the activities of the faculty and consult with experts from practice on further development in education, creative activities, professional activities and social activities of the faculty.

Measures

- a) to provide professional practice professional services of a high professional standard,
- b) provide professional services using mutual cooperation in joint activities with partners,
- c) provide professional advice for practice courses,
- d) involving representatives and representatives of institutions, organizations, businesses and other courses from practice in the formation of study programmes,
- e) involving representatives and representatives of practice in teaching to transfer practical experience and skills from practice to students,
- f) provision of internships and internships for students at workplaces where graduates find employment,
- g) the share of representatives from practice in examination committees, expert committees, scientific councils and possibly in other bodies of the faculty and university, where they can positively influence the further direction of education and research at the faculty,
- h) joint organization of educational activities for students, graduates and the professional and other public, professional activities for the professional and other public with subjects from practice,
- i) the organization of other activities of the faculty together with practice deepening the cooperation of the faculty and institutions, organizations, businesses and other subjects from practice in the field of veterinary hygiene and ecology, animal protection and welfare, food safety and quality, and the health of animals, their environment and the principles of maintaining and strengthening global health in nature and society .

2.4.3. Strategy for fulfilling social responsibility

Strategic Plan

To expand the social impact of the faculty's activities in society by spreading the knowledge of its professional focus (especially in the field of veterinary hygiene and ecology, animal protection and welfare, food safety and quality, and the health of animals, their environment and the principles of maintaining and strengthening global health in nature and society) and general social values, thus cultivating a regional, national and international social environment.

Measures

- a) act actively in the sense of disseminating professional knowledge of the faculty's professional focus at the level of legislative bodies (members of parliament and senators), at the level of state and public administration and regional self-government, organizations, institutions, businesses and other legal and persons,
- b) to create an environment of cultured exchange of information and opinions in the field of the faculty's professional focus for the professional public and other members of the public,
- c) the share of the faculty and its important academic staff in the commenting and decision-making processes of state and public administration and self-government,
- d) the organization of sports, cultural, hobby and social activities raising the standard of general social values and its perception by the public with the aim of cultivating a regional, national and international social environment.

2.5. Internationalization development strategy

2.5.1. Global competence of students and faculty staff within the framework of internationalization of study, teaching and creative activities

Strategic Plan

Development of global competences of students and faculty staff within the framework of internationalization of study, teaching and creative activities.

Measures

- a) support for teaching English as part of students' studies,
- b) supporting the use of transnational information tools in the educational, creative and other activities of students and academic staff (Moodle , MS Teams , Zoom, professional databases, etc.),
- c) support for the development of social adaptation within the framework of the integration of students into a different social and cultural environment in the environment of another state, nation, university or workplace during the implementation of the study of students from abroad, during the implementation of mobilities, etc.,
- d) expanding the possibilities of international mobility of students (standard mobilities, virtual mobilities, combined mobilities, volunteer stays, etc.),
- e) development of mobility organization processes, especially within the framework of the IMA VETUNI agency and increasing the level of preparation and administrative security of mobilities (offer of mobilities, digitization of administrative activities, language training, cross-cultural training).

2.5.2. Internationalization of study programmes

Strategic Plan

Deepening the internationalization of study programmes.

Measures

- a) development of the quality of study programmes carried out entirely in the English language,
- b) increasing the share of professional courses in Czech study programmes also taught in English,
- c) implementation of access to study supports for studies in Czech study programmes also in English and strengthening the use of English as an integral part of study in Czech study programmes, especially by using databases of scientific and professional knowledge in English when processing student theses, theses and final theses,
- d) possibility of processing students' final theses in foreign languages,
- e) mandatory international mobility for doctoral degree students or replacement of this mobility by demonstrating active international cooperation with a foreign workplace with joint publications in international scientific impacted journals in the number of at least 3 publications.

2.5.3. International accreditation of selected study programmes

Strategic Plan

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

Measures

- a) implementation of trends in the development of veterinary study programmes resulting from international experience gained within EAEVE, foreign veterinary universities, and the development of practical veterinary activity in Europe,
- b) meeting the requirements of international quality standards for veterinary education set by EAEVE (10 standards),
- c) fulfillment of international indicators of the quality of veterinary education established by EAEVE (22 indicators),
- d) fulfillment of the requirements resulting from the ongoing international evaluation of the quality of veterinary education implemented by EAEVE within the so-called Interim Report,
- e) international accreditation of the study program of veterinary medicine and the study program of veterinary hygiene and ecology.

2.5.4. Recognition of foreign education

Strategic Plan

Participate in increasing the level of formalization and possibly simplifying the process of recognition of foreign education.

Measures

- a) participation in the evaluation of Directive 2005/36/EC of the European Parliament and of the Council on the recognition of professional qualifications and its impact on the recognition of veterinary education in Europe,
- b) participation in the evaluation of the recognition of veterinary education of foreign graduates in the conditions of the Czech Republic,
- c) participation in the creation of criteria for the recognition of studies completed abroad,
- d) participation in simplifying the process of recognition of foreign education in the sense of recognition of results from the period of study abroad,
- e) participation in the development of conditions for the recognition of part of the study abroad completed within the framework of the ERASMUS program or other mobilities for further study at the university.

2.5.5. Internationalization of human resources

Strategic Plan

Strengthening the internationalization character of human resources.

Measures

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

2.5.6. International environment at the faculty

Strategic Plan

Creating an international environment at the faculty.

Measures

- a) deepening the bilingual environment at the faculty,
- b) creating a bilingual version of essential regulations, documents, measures and instructions important for the study of foreign language students at the faculty,
- c) support of cultural activities, associations and activities for spending free time for foreign language students of the faculty,
- d) supporting the administration's ability to communicate in English with foreign students, teachers and visitors,
- e) the organization of international summer schools for foreign students and other forms of international education to enrich with foreign influences, experiences and the concrete presence of students from different countries and cultures.

2.5.7. International level of creative activity at the faculty

Strategic Plan

Deepening the international level of creative activity at the faculty.

Measures

- a) implementation of joint research with foreign workplaces in solving research issues of international importance, international projects, grants, programmes and other research activities,
- b) the application of joint appreciable outputs from research activities with international workplaces and research teams, especially at the level of joint publications in high-quality scientific impacted journals,
- c) organization of international scientific and professional meetings, especially at the level of congresses, conferences with international participation, seminars and others,
- d) participation in foreign conferences with an active presentation of the results of the faculty's research activities.

2.5.8. Promotion of the faculty abroad

Strategic Plan

Increasing activities aimed at promoting the faculty abroad.

Measures

- a) providing information to study applicants from abroad about the conditions of admission to study, about studying at the faculty, about completing studies at the faculty, about recognizing studies at the faculty abroad,
- b) development of consultancy activities for foreign students at the level of information support about the Czech environment, the faculty environment and studies, consultancy in the framework of cultural adaptation to the Czech environment and integration into the Czech environment, solutions to problems connected with studies, solutions to difficult life situations, implementation of career consultancy,
- c) creation of a system of scholarships for foreign students to support the acquisition and motivation of quality foreign students in study programmes implemented in English,
- d) supporting the system of cooperation with foreign students and graduates of the faculty as part of the positive development of educational and creative activities in the context

of bringing the environment of the faculty and university closer to students from countries aiming to study at the faculty,

- e) promotion of the faculty abroad from the point of view of education in the form of presentations on the internet (website), social networks, with the support of already existing foreign students and graduates, participation in foreign presentation activities about the faculty, at foreign education fairs, etc.

2.5.9. International institutions influencing veterinary education

Strategic Plan

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

Measures

- a) support for active participation of the faculty in EAEVE and support for active participation in the Central European Network of Veterinary Faculties and Universities VETNEST (Veterinary Network of European Student and Staff Transfer),
- b) support for active participation in EUA (European University Association),
- c) support for active participation in EVERI (European Veterinarians in Education, Research and Industry),
- d) support for active participation in EUCEN (European University Continuing Education Network)
- e) support for active participation in the VUA (Visegrad University Association).

2.5.10. Strategic management of internationalization at the faculty

Strategic Plan

Strengthening the strategic management of internationalization at the faculty.

Measures

- a) inclusion of assessment of the level of internationalization of activities in ongoing management activities at the faculty level (college of the dean, scientific council of the faculty),
- b) evaluating the level of internationalization of activities within the activity evaluation system, in particular the ASA system (Academic Staff Evaluation), the Annual Report on the Activities of the FVHE (Annual Report),
- c) strengthening personnel capacities with a focus on the preparation and implementation of the process of international accreditation of veterinary education at the faculty,
- d) use to evaluate the faculty of corresponding foreign institutions, especially EAEVE for the accreditation of veterinary education according to international standards for veterinary education.

2.6. Human resource development strategy

2.6.1. Academic staff

Strategic Plan

Improving 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, motivating them to improve their activities at the faculty.

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

Measures

- a) hiring academic staff on the basis of a transparent selection procedure when the required prerequisites for activity at the faculty are met,
- b) determining the scope and quality of the activities performed by academic staff with possible provision of support in increasing the level of their activities,
- c) general equalization of the teaching load of academic staff between individual institutes so that the average teaching load of an academic staff member at the institute is close to the average workload of an academic staff member at the faculty,
- d) supporting academic staff in deepening their knowledge, pedagogical, creative, professional, informational, linguistic and other skills, including the creation of a possible center supporting the development of academic staff,
- e) improving the conditions for the activity of academic staff in the sense of supporting safety and health protection at work, equipping them with devices, tools and materials for their work, scheduling working hours, holiday periods, improving the conditions for meals for staff, etc.,
- f) evaluation of the results of the activities of academic staff at the faculty through transparent and objective procedures,
- g) development of faculty career regulations, including career growth plans for academic staff,
- h) motivation of academic staff for high-quality educational activities at the faculty, in particular by evaluating their activities within the teaching quality assessment system,
- i) motivation of academic staff for high-quality research, development and creative activity leading to appreciable results according to the methodology for evaluating the results of research, experimental development and innovation, in particular in the form of salary evaluation based on the appreciable results achieved,
- j) motivation of academic staff for further academic activity, especially in areas that create significant personal positive credit within and outside the faculty,
- k) a transparent, objective and motivational remuneration system for academic staff that respects the results achieved in the activities of academic staff,
- l) updating the salary system for academic staff with an emphasis on differentiation of remuneration according to the activity performed,
- m) supporting the reconciliation of family and work areas in the sense of enabling a flexible working time schedule, flexibility of working hours, a work-from-home system, etc.,
- n) raising the awareness of academic staff as part of belonging to the faculty and university culture.

2.6.2. Support staff

Strategic Plan

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

Measures

- a) recruitment of employees based on a transparent selection process for management positions when the required prerequisites for activity at the faculty are met,
- b) determining the scope and quality of the performed activity with possible provision of support in increasing the level of their activity,
- c) supporting staff in deepening their knowledge, professional, information, language and other abilities, including the creation of a possible center supporting the development of non-academic staff,
- d) improving the conditions for the activities of support staff in the sense of supporting safety and health protection at work, equipping them with equipment, tools and materials for their work, scheduling working hours, vacation periods, improving the conditions for meals for staff, etc.,
- e) evaluation of the results of the activities of staff at the faculty using transparent and objective procedures,
- f) increasing the qualifications for support staff at the faculty,
- g) transparent, objective and motivational system of remuneration of staff respecting the results achieved in their activities,
- h) updating the wage system for non-academic staff with an emphasis on differentiation of remuneration according to the activity performed,
- i) supporting the reconciliation of family and work areas in the sense of enabling flexible working hours, flexibility of working hours, the home system office etc.,
- j) raising the awareness of non-academic staff as part of belonging to the faculty and university culture.

2.6.3. Habilitation and professor appointment procedure

Strategic Plan

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

Measures

- a) fulfillment of accreditation conditions and standards for accredited fields of habilitation and professor appointment procedure
 - Veterinary Ecology and Wildlife Diseases,
 - Animal Breeding, Animal Nutrition and Biochemistry,
 - Animal Protection, Welfare and Behavior,
 - Veterinary Public Health, Forensic Veterinary Medicine and Toxicology
 - Food Hygiene and Technology,
 - possibly for other newly accredited fields habilitation and professor appointment procedure,
- b) support for the modernization of requirements and criteria for the habilitation and professor appointment procedure of a professor at the university,

- c) motivation of academic staff who meet the criteria for the habilitation and professor appointment procedure to submit applications for the initiation of the habilitation and professor appointment procedure, in particular in the form of increased salary in the case of a successful qualification procedure,
- d) implementation of habilitation and professor appointment procedure at the faculty and university at a high level, in accordance with the established requirements and criteria for habilitation and professor appointment procedure and in accordance with the requirements for objective and transparent procedures of these qualification procedures.

2.7. Strategy for the development of the legal environment

Strategic Plan

Improving the quality of 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.

Measures

- a) implementation of any amendments to the Higher Education Act into the faculty's internal regulations,
- b) creating or participation in new internal regulations according to the requirements of generally binding legal regulations and according to the needs of ensuring the activities of the faculty and the university,
- c) amendment of existing internal regulations according to changes in generally binding legal regulations and according to the needs of ensuring the activities of the faculty and the university,
- d) updating the system of internal regulations of the faculty and its accessibility for all employees and students of the faculty.

2.8. Strategy for the development of the facilities of the faculty

2.8.1. Spatial, equipment, material and administrative provision of activity

Strategic Plan

Development of 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 action of a public university in the field of veterinary hygiene and ecology, animal protection and welfare, food safety and quality, 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.

Measures

- a) ensuring the spatial, instrumental, material and administrative security of the faculty's activities to meet all requirements arising from the legal regulations of the European Union and the Czech Republic,
- b) ensuring the spatial, instrumental, material and administrative security of the faculty's activities in order to fulfill the requirements for successful international evaluation/accreditation of educational activities, accreditation by the National Accreditation Bureau for Higher Education, fulfillment of the requirements of institutional accreditation, accreditation of study programmes, and to fulfill the further development

- of education according to the latest educational trends in the areas of professional focus of the faculty,
- c) ensuring the spatial, instrumental, material and administrative security of the faculty's activities resulting from the requirements for unique and high-quality creative activity focused on veterinary hygiene and ecology, animal protection and welfare, food safety and quality, and the health of animals, their environment and the principles of maintaining and strengthening global health in nature and society,
 - d) ensuring the spatial, instrumental, material and administrative security of the faculty's activities to ensure professional activity at the level of a unique center of high-level professional activity in the areas of professional focus of the faculty,
 - e) ensuring the spatial, instrumental, material and administrative security of the faculty's activities to ensure the needs in the field of the social activities of the faculty at a level corresponding to the level of similarly focused faculties and universities in developed European countries.

2.9. Faculty funding strategy

2.9.1. Non-investment financing

2.9.1.1. Funding of educational activities

Strategic Plan

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

Measures

- a) strengthening the fulfillment of the parameters established for the acquisition of normative or contracted funding based normatively on the number of students of the faculty, the difficulty coefficient of the study program and the established norm and possibly other parameters established for the calculation of the contribution and subsidy for the university,
- b) participation in the solution of projects within the development projects of the Ministry of Education, Youth and Sports of the Czech Republic (centralized development projects of the Ministry) and the use of funds from these development projects with the aim of further developing educational activities at the faculty,
- c) participation in the solution of projects within the institutional plan of the university and the program to support the strategic management of the university (Institutional plan of the university, Program to support the strategic management of the university) from the funds of the Ministry of Education, Youth and Sports of the Czech Republic and the use of these funds with the aim of further developing educational activities at the faculty,
- d) support for obtaining additional funds from the budget of the Ministry of Education, Youth and Sports of the Czech Republic for educational and related activities at the faculty (funds for scholarships, etc.),
- e) support for obtaining funds from the budget of other ministries for educational and related activities at the faculty,
- f) support for obtaining additional funds from the budgets of regions, cities and municipalities for educational and related activities at the faculty,
- g) supporting the preparation, submission and solution of projects within the framework of community programmes and funds of the European Union and the use of funds from

these projects with the aim of increasing the quality of educational activities at the faculty in the areas of their application,

- h) support for obtaining funds for veterinary, hygienic and other main activities and support for workplaces that obtain these funds through their activities and support educational activities in study programmes,
- i) obtaining funds from the English study program and supporting workplaces that provide teaching in the English study program and thus support educational activities in the study programmes,
- j) obtaining funds from other sources and supporting workplaces that obtain these funds for the educational activities of the faculty,
- k) development of a database collection, management and control system related to budgeting for the faculty.

2.9.1.2. Funding of creative activity

Strategic Plan

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

Measures

- a) obtaining funds for international research projects solved by the faculty workplaces and motivational support for workplaces and academic staff solving these prestigious research projects,
- b) obtaining funds for research, infrastructural and innovation projects solved by faculty workplaces and motivational support for workplaces and academic staff solving these projects,
- c) obtaining funds from national grant agencies obtained within the framework of grants handled by faculty workplaces and motivational support for workplaces and academic staff solving these large research projects,
- d) obtaining funds for the long-term conceptual development of research organizations (institutional support of research organizations) for effective creative activity with appreciable results of scientific, research and other creative activities created at the faculty and support of faculty workplaces whose appreciable results created at the faculty contribute to obtaining these funds,
- e) obtaining funds for specific university research to support student projects that, based on scientific guidance, bring high-quality student research with appreciable results in the field of science, research and other creative activities, and support for faculty workplaces whose appreciable results created at the faculty contribute to obtaining these funds,
- f) obtaining funds for contract research for the implementation of creative activity with appreciable results of scientific, research and other creative activities created at the faculty and support for faculty workplaces whose activities contribute to the development of contract research at the faculty,
- g) obtaining funds for veterinary, hygienic and other activities and supporting workplaces that obtain these funds through their activities,
- h) obtaining funds for the English study program and supporting workplaces that obtain these research funds through their activities,
- i) obtaining funds from other sources within the state and outside the state budget and supporting workplaces that obtain these funds for creative activity,

- j) registration of the results of appreciable outputs from creative activity and their reporting according to the established methodology with the aim of transferring them to the information system of research, experimental development and innovation.

2.9.1.3. Financing of professional activity

Strategic Plan

Ensuring multi-source financing of professional veterinary, hygiene and other activities from the funds obtained from this activity, financing of agricultural activities for teaching students and creative activities.

Measures

- a) obtaining funds from veterinary hygiene activities at the faculty, especially from the field of laboratory activities,
- b) obtaining funds from other activities of the faculty for the development of professional activities at the faculty.

2.9.1.4. Financing the internationalization of the faculty

Strategic Plan

Securing the financing of the internationalization of the faculty from funds of multi-source origin.

Measures

Financing the internationalization of the faculty from funds for education and related activities, from funds for creative activities, from funds for professional activities and other funds to ensure the internationalization of the faculty in the sense of fulfilling the development of study programmes taught in English, the international environment at the faculty, mobility, international cooperation, international promotion of the faculty and other aspects of the faculty's international openness.

2.9.1.5. Funding of other related activities of the faculty

Strategic Plan

Ensuring the financing of other related activities based on the principle of multi-source financing of these activities of the faculty.

Measures

Funding of other related activities, in particular the development of human resources, the legal environment, spatial, instrumental, material, informational and administrative development of the faculty, management systems at the faculty, promotion and marketing of the faculty and the care and history and tradition of the faculty from funds for education and related activities, from funds for creative activities, from funds for professional activities and other funds of the faculty.

2.9.2. Investment financing

2.9.2.1. Investment financing of constructions

Strategic Plan

Solve the spatial security of the faculty from the point of view of ensuring the conditions for fulfilling the 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 action of the faculty, in the sense of the need to fulfill the requirements arising from legal regulations and the requirements of the state administration for the operations of the faculty, 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 social activities 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.

University-level measures affecting faculty

- a) **reconstruction of building No. 31 for the Department of Biology & Wildlife Diseases** - complete reconstruction of the roof, facade, replacement of all existing wiring, static securing of existing ceilings, replacement of the existing outdated elevator, replacement of windows and all doors, floors and cladding, changes in the layout of the building and others (with a solution in the period 2021 to 2022),
- b) **reconstruction of building No. 15 for Department of Animal Breeding, Animal Nutrition & Biochemistry** – intermediate reconstruction of the building to create conditions for the localization of the entire institute and its transfer from spare premises to this partially reconstructed building (with a solution in the period 2022 to 2023),
- c) **reconstruction of the building for the Department of Plant Origin Food Sciences** – reconstruction of the building intended to house the entire Institute of Hygiene and Technology of Plant-Based Foods in this newly reconstructed building from the premises of the institute's temporary replacement location. In the reconstructed building, there will be teaching spaces designed for teaching the processes of production, processing and storage of vegetable foods, their sensory assessment and microscopic observation, an auditorium and seminar rooms for teaching, teachers' offices and facilities for students (perspectively in the building of the former Pharmacy I) (with a solution in the period 2026 and beyond),
- d) **creation of biosafety and biosecurity conditions at designated laboratories** – creation of conditions for the implementation of biosafety principles at designated laboratories in VETUNI facilities; the investment aims to meet the standards for international accreditation of veterinary education (with a solution in the period 2021 to 2022),
- e) **building a Center for Teaching Ethology of Selected Species of Small Birds and Mammals** – building a Center for Teaching Ethology of Selected Species of Small Birds and Mammals for the purpose of teaching ethology and evaluating the fulfillment of good conditions for animals, creating prerequisites for practical teaching of ethology and for the processing of bachelor's and diploma theses by students in the study program focused on the protection and welfare of animals (with a solution in the period 2021 to 2022),
- f) **preparation and possible implementation of the construction of a shelter for dogs and cats** with possible coordination or cooperation with the city of Brno (with a solution in the period 2025 to 2030).

2.9.2.2. Investment financing of equipment

Strategic Plan

To support 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 of slaughter animals, stables for

animals and operations for carrying out experiments on animals and other educational and research operations.

Measures

Modernization and expansion of FVHE's facilities - For teaching and creative activities, the Faculty of Veterinary Hygiene and Ecology uses a number of devices and equipment that were acquired in the past as part of various sources of funding for teaching and research. However, these devices and equipment become technologically obsolete or are overcome by the development of newer, more efficient and economical devices. The intention is to modernize and expand the equipment facilities of the faculty in order to maintain the quality of its teaching and creative activities (with a solution in the period from 2021 to 2030).

2.10. Faculty management

2.10.1. Strategic management of the faculty

Strategic Plan

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.

Measures

- a) strengthening the system of strategically oriented management based on the definition of strategic and sub-goals and the evaluation of their fulfillment,
- b) the development of academic management systems and academic self-government in the management of the faculty in the sense of generally binding legal regulations, academic traditions and customs at the faculty,
- c) deepening the management system of the faculty and the organization of management processes in terms of the use of data important for management processes at the faculty, increasing the effectiveness of management decisions,
- d) expanding the collection of data on the activities of the faculty and the use of this data for the management of the faculty,
- e) continuation of the formalization and computerization of administrative activities at the faculty with the aim of streamlining the process of administration of documents within the framework of management activities,
- f) deepening the system for managing data on the faculty's property and using it to improve the quality of the faculty's management,
- g) increasing the quality of staffing of the management mechanisms of the faculty by selecting quality management staff within the selection process and increasing the qualification of the management staff of the faculty through their further education in the form of training, internships, lifelong learning and further education of selected staff.

2.10.2. Faculty organization

Strategic Plan

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.

Measures

Implementation of educational, creative, professional and internationalization and related activities in undergraduate and doctoral education with a focus on the implementation of study programmes and activities in the field of veterinary hygiene and ecology, animal protection and welfare for animals, food safety and quality and in the field of animal health, their environment and the principles of maintaining and strengthening global health in nature and society by the Faculty of Veterinary Hygiene and Ecology, managed by a dean, represented by three vice-deans, and divided into 3 sections and within them to 6 departments and possibly other faculty workplaces, namely

- **Section of Biology, Ecology & Diseases of Wildlife, Game, Fish, and Bees**
 - Department of Biology & Wildlife Diseases
 - Department of Ecology & Diseases of Zoo Animals, Game, Fish and Bees
- **Section of Animal Breeding, Welfare & Veterinary Public Health**
 - Department of Animal Protection and Welfare & Veterinary Public Health
 - Department of Animal Breeding, Animal Nutrition & Biochemistry
- **Section of Food Hygiene and Technology**
 - Department of Animal Origin Food & Gastronomic Sciences
 - Department of Plant Origin Food Sciences

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

2.11.1. Caring for the history and traditions of the faculty and the university

Strategic Plan

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.

Measures

- a) support for the care of a unique archive from the field of veterinary higher education in our country, which has a large number of important documents and valuable objects from the history of teaching veterinary medicine,
- b) organization of activities commemorating significant anniversaries of the university, faculty and individual workplaces,
- c) organization of conferences, seminars and workshops focused on important personalities of veterinary medicine, veterinary hygiene and ecology, animal protection and welfare, food safety and quality, animal health, their environment and the principles of maintaining and strengthening global health in nature and society,
- d) participation in the organization of so-called “Golden Graduations”, i.e. graduation ceremonies held 50 years after graduating from VETUNI, a traditional and unique professional activity organized by VETUNI since 1968, during which former graduates meet 50 years after completing their studies,
- e) supporting activities aimed at caring for the history of veterinary medicine and veterinary hygiene,

- f) providing information about important anniversaries of the faculty and the university, activities focused on the history of the faculty and the university, and similar activities at the faculty to the general public and the media.

2.11.2. Promotion and marketing

Strategic Plan

To expand and improve the media credit of the faculty at the international level, further at the national level among the public, potential applicants for studies, among those interested in cooperation with the faculty, among the professional community of veterinarians, food staff, animal protection staff, among graduates, among institutions of state administration, 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 employees of the faculty.

Measures

- a) developing activities in the sense of developing a strategy for marketing and promotional activities of the faculty and their subsequent implementation,
- b) expanding cooperation with the media, especially with the press, radio and television, providing information about events at the faculty and providing information for the public in the fields of activity of the faculty, i.e. in the field of veterinary hygiene and ecology, animal protection and welfare, food safety and quality, animal health, their environment and the principles of maintaining and strengthening global health in nature and society,
- c) issuing press releases concerning the faculty in cooperation with the VETUNI external relations department,
- d) creation of presentation documents of the faculty with the aim of promotional and marketing use for various target groups – applicants, students, graduates, the public, bodies, institutions, companies and other interested parties in the faculty's activities,
- e) updating the faculty's website to search for the necessary information about the faculty and information from the fields of activity of the faculty,
- f) involvement of the faculty in social networks (Facebook , Twitter , Google Plus, etc.) as part of the VETUNI presentation,
- g) maintaining a uniform presentation visual format of the university,
- h) presentation of educational activities at the faculty for those interested and applicants for studies, for students, graduates, professionals and other members of the public providing information on the scope and quality of education in the faculty's study programmes,
- i) presentation of the results of the faculty's research activities in a form accessible to professionals and other members of the public providing information on the scope and quality of research and its importance for society,
- j) presentation of professional activities at the faculty providing information on the scope, quality and significant changes in hygiene activities and other activities at the faculty,
- k) the organization of selected activities of the faculty with the participation of professionals and other members of the public both on and off the campus, especially connected with the anniversaries of the faculty and the university, with the traditions of the faculty and the university, supporting the sports, cultural and interest life of students at the faculty,
- l) organization of social activities of the faculty promoting the good name of the faculty in the professional and other public,

- m) cooperation with other universities on activities within higher education supporting awareness of academic activities at Czech universities, e.g. joint opening of the academic year at Czech universities, joint positions of universities on university education, research and other topics,
- n) cooperation with research organizations on promotional activities related to large research projects and other research activities,
- o) participation in international activities raising awareness of education for foreign applicants to study at the faculty, and of research and other academic activities of the faculty abroad, e.g. international and national fairs promoting awareness of the faculty,
- p) cooperation with foreign faculties and universities, international institutions and organizations on activities promoting awareness of university education, research, professional activities and promoting professional activities in the field of veterinary hygiene and ecology, animal protection and welfare, food safety and quality, and the health of animals, their environment and the principles of maintaining and strengthening global health in nature and society here and abroad, and others.

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.

The creation of a system for the development of pedagogical competences of academic staff, namely by compiling a program of courses 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 competence for online teaching, increasing the level of supervision of bachelor's, diploma, professional and diploma theses and other courses for academic staff based on the principle of professional transfer of competences or in the form of sharing experience and good practice.

3.1.1.2.

Incorporating the development of pedagogical competences into the career order, by strengthening the status of completing pedagogical skills courses and strengthening the proven level of pedagogical skills of academic staff in the faculty's career order.

3.1.1.3.

Motivating 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.

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

3.1.2.1.

The use of special resources intended for the development of the quality of education and the verification of learning outcomes at the faculty.

3.1.2.2.

Innovation and modernization of education in individual study programmes, study courses and parts of study courses 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 (IEA) supporting projects to develop the quality of education and verification of learning outcomes solved by students and/or academic staff within this agency.

3.1.2.3.

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 study programmes of the faculty.

3.1.2.4.

Involvement of students in creative activity within the framework of research and development projects aimed at the development of students' creative thinking, by creating systemic and implementation possibilities for the involvement of students in creative activity

projects of the faculty at the level of IGA VETUNI, at the level of ICA VETUNI, at the level of institutional research of the faculty and at the level of external research grants of the faculty.

3.1.2.5.

The development of methods for verifying learning outcomes to provide feedback on the level of knowledge, experience and skills students acquire during their studies, based on the deepening of the system for evaluating the results achieved during the verification of student knowledge at the level of individual study programmes, individual groups of study courses, individual courses and individual students.

3.1.2.6.

Evaluation of experience with the application of student questionnaires about teaching in individual study programmes and the creation of a modernized system of feedback from students on ensuring the level of teaching from the students' point of view, based on the modernization of the system of teaching evaluation by students using the knowledge and experience of many years of operation of this system at the faculty.

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 to 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, completing the content of internships in more detailed content and a system for verifying experience and skills acquired in internships in relation to the overall competences acquired during the student's studies.

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 link the requirements of society and the content of study programmes, by evaluating content changes in professional practice and updating existing study programmes, or by creating new study programmes corresponding to the development of professional practice and current processes in society, by highlighting the content components of practice included in study programmes corresponding to the latest trends in practice and current trends in society.

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, namely 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, where applicable, the University's Internal Evaluation Council.

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 and others).

3.1.4.2.

The development of a background for the social integration of students that supports the students' sense of belonging with the faculty, in particular for the realization of familiarization courses at the beginning of the studies and for the support of 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 studied study program, and for the support of the sense of belonging with the faculty as part of student activities during and at the end of the studies.

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, in accordance with the more detailed definition provided in a separate part of this strategic plan.

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.

3.2.1.2.

Support for the acquisition of tools for ensuring the verification of learning results through online access, in particular using computer programmes and support for the verification of learning results in a distance form.

3.2.1.3.

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.

3.2.1.4.

The development of distance learning forms in full-time study programmes in cases where it is possible and expedient, by increasing the share of distance learning in individual study programmes in cases that demonstrate or can be assumed to have a positive contribution to the quality of education in the implementation of this teaching.

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

3.2.2.1.

Development of distance forms of education in study programmes that are implemented in a combined or distance form, by incorporating a distance form of education into a combined form of doctoral education (the combined form is accredited only for doctoral degree programmes) or into a distance form of education in the event that the faculty will implement such a form of education.

3.2.2.2.

Support of approaches ensuring adequate quality of education when providing flexible forms of teaching in combined or distance form of education, by incorporating the implementation of flexible forms of teaching into the quality system of activities at the faculty.

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 teaching 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, Expert Committee for the Welfare of Experimental Animals) or according to the requirements of practice in courses organized by the university independently, if external conditions do not allow face-to-face teaching or the organizational provision of courses without impacting on the quality of the course will allow its more effective implementation in distance form.

3.2.4. Balancing studies with family and work life

Creating opportunities for a higher level of coordination of the student's individual life roles (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 substitute fulfillment of study obligations during the fulfillment of maternal and/or parental responsibilities, using the university's potential to support the placement of children in preschool education facilities, etc.

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 staff involved in the process of recognition of the results of previous learning.

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

Participating in the creation of a clear system of lifelong learning courses at the university, comprehensible for applicants from the point of view of the possibility of obtaining further education and qualifications, and providing advice on the orientation of courses and learning outcomes in them, by drawing up an overview of courses, their length, dates, content and acquired competences and making this information available to the public in an understandable form, e.g. via the university's website.

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.

Assessment of the system of accepting applicants for study in doctoral degree programmes with the aim of setting the process of accepting applicants so that applicants with the best possible prerequisites for successful completion of studies are accepted, especially at the level of evaluating the system of accepting applicants, by unifying the conditions for accepting applicants in individual study programmes and developing in more detail the requirements and the process of their verification during the acceptance of applicants for study in doctoral degree programmes, with the aim of increasing the level of accepted study applicants .

3.3.1.2.

An increase in the amount of the scholarship for students of doctoral degree programmes from other sources, with the simultaneous connection of such an increased scholarship with the achieved results of the doctoral student and thus the improvement of the financial background of students with higher prerequisites for completing their studies, especially with the use of the scholarship fund of the faculties, scholarships awarded as part of creative projects coordinated by IGA VETUNI, IEA VETUNI, projects coordinated by ICA VETUNI, external grants for creative activities and possibly from other sources of the university.

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

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

3.3.3. Strengthening the quality, openness and internationalization of doctoral studies

3.3.3.1.

Modernization of the concept of doctoral education with an emphasis on supporting the creative activity of doctoral students within their studies.

3.3.3.2.

Support for the development of a qualitative level of instrumental, material and technological background for creative activity within doctoral degree programmes at the faculty, developing creative activity in a newly established or key direction of development within the relevant doctoral degree program.

3.3.3.3.

Creation of requirements for supervisors of students of doctoral degree programmes and thereby 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 activities of supervisors of students of doctoral degree programmes.

3.3.3.4.

Definition of the requirements for the 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, namely by concretely 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.

3.3.3.5.

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 degree 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.

3.3.3.6.

Increasing the level of dissertation defenses at the level of selecting quality opponents and members of dissertation defense committees; by establishing good practice by representing external members among the opponents and in the committee for the defense of the dissertation from experts from outside the relevant faculty.

3.3.3.7.

Providing counseling for successful graduates and graduates of doctoral degree programmes in the sense of the possibilities of their further application within the academic and/or research environment, by creating a system of information on the possibilities of current application at the university and possibly also within the academic and research environment outside the university for successful graduates of doctoral degree programmes.

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 opportunities 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 ICA university research projects and possibly projects of external grant agencies.

3.3.4.2.

Support for the social integration of the student of the doctoral degree program into the research teams and the conditions of the research workplace, especially by creating the conditions of the student's work at the workplace as a daily part of the operation of the research team and the workplace.

3.3.4.3.

Support for doctoral degree program students in harmonizing the conditions of study and maternal and parental responsibilities or in caring for a loved one, especially at the level of an individual study plan, adjusting the time schedule of activities at the workplace, the possibility of online work outside the university, alternative fulfillment of mobility obligations, in the form of possibly running a university nursery school, and possibly others.

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.

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.

3.4.1.3.

Setting up a career growth system for staff participating in research activities, by strengthening the proven level of creative skills and results of creative activity of academic staff in the faculty's career order.

3.4.1.4.

Development of support and reconciliation of the family and work life of researchers, especially by making greater use of the possibility of individual approaches of excellent creative staff within the framework of the flexibility of their working hours and presence at the workplace, by creating the possibility of individual distribution of working hours, or shortening of working hours, for staff fulfilling parental responsibilities or the responsibilities of caring for a close person, by using the university's potential to support the placement of children in preschool education facilities, etc.

3.4.1.5.

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 staff, in particular by connecting the achieved level of results of creative activity to the system of evaluation of academic staff and linking it to the system of salary evaluation of academic staff.

3.4.1.6.

Expanding the mobility of doctoral degree 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 VETUNI, ERASMUS, bilateral exchange stays and other options for supporting the mobility of academic staff and doctoral students.

3.4.1.7.

Development of international cooperation in creative activity, especially by solving joint issues and projects with foreign teams and joint publication in quality scientific journals.

3.4.1.8.

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. Veterinářství, Maso, Náš chov 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 contract research projects (projects financed by practice).

3.4.2. Support for research excellence and societal relevance

3.4.2.1.

Support for linking excellence in research with the application sphere aimed at the creation of creative applications usable in professional practice, at the level of solving research projects with results intended for the application sphere (research projects in cooperation with professional institutions in practice, research projects in cooperation with the 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 cooperation with clinical practice) and further at the level of work carrying out targeted studies commissioned by practice (e.g. in cooperation with the Ministry of Agriculture through the Scientific Veterinary Committee and through its grant agency, with the Ministry of Health through its grant agency) and others.

3.4.2.2.

When setting research priorities, taking into account the social needs of relevant priorities at the national and global level, especially in accordance with the needs of professional practice, the activities of state and administrative bodies, professional institutions, institutions of control and supervision, as well as with the needs of current trends in the development of the field at the national, European and global level.

3.4.2.3.

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.

3.4.2.4.

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, namely by using anti-plagiarism computer systems in the assessment of bachelor's, diploma and rigorous theses, and the extension of the use of these systems to the assessment of professional theses in lifelong education, to the assessment of dissertation theses and subsequently also to the assessment of works at the level of appreciable results of the faculty's creative activity .

3.4.3. Development of international cooperation

Motivation of academic and non-academic staff to international mobility, by supporting foreign meetings expanding the mobility possibilities of students of doctoral degree programmes and academic staff.

3.4.3.1.

Expanding the share of academic staff who have 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 expertise, 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 .

3.4.3.2.

Obtaining funds for creative activity from international sources, especially within the framework of the EU framework program for research and innovation Horizon Europe (2021 to 2027).

3.5. Capacity development for strategic faculty management

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

The 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 faculty's spatial and instrumental background, in order to achieve the strategic development of the faculty, using the mechanism of determining measures for the development of the faculty in the relevant year in the form of drawing up the annual Plan for the implementation of the strategic plan of the faculty and evaluating the implementation of key measures within the framework of these implementation plans at the faculty within the framework of the dean's advisory bodies (kana), academic bodies of the faculty (scientific council, board of directors, academic senate) and at the level of the annual Annual Report on the Faculty's activities.

3.5.2. Strengthening the strategic management of the faculty

3.5.2.1.

Development of the professionalism of the administrative apparatus as a support for strategic decision-making at the faculty, by establishing the position of vice dean for strategy and development at the faculty.

3.5.2.2.

Increasing the scope of internal analyzes of the activities of individual parts of the faculty to support the 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 to use them for strategic management of the faculty.

3.5.2.3.

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).

3.5.2.4.

The development of internal mechanisms for the distribution of funds 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 rules for the faculty's budget and drawing up the corresponding faculty budget for the relevant year, which will take into account the faculty's strategy and the development of priorities from the point of view of the established directions of the faculty's development.

3.5.2.5.

The development of academic staff remuneration mechanisms in such a way 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 system Evaluation of academic staff including the comprehensive quantitative and qualitative level of individual staff's activity in the mechanism of academic staff's remuneration, supplemented by targeted remuneration of partial activities of staff supporting the fulfillment of the faculty's strategy and its further development .

3.5.2.6.

The application of the academic senate's cultivated view of the faculty's strategy and its strategic priorities when defining the faculty's Strategic Plan in the next period, especially in the framework of discussing, commenting on and approving the faculty's Strategic Plan and its annual implementation plans at the level of the faculty's 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 international level, value the quantity and quality of activities performed at the faculty and university, establish prerequisites for career progression in job positions at the faculty, define the career evaluation of employees at the level of their salary evaluation.

3.5.3.2.

Creation of a systemization of academic staff at the faculty corresponding to the load on the organizational units of the educational faculty 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 ensuring academic activities within the organizational units of the faculty by staff with higher academic ranks.

3.5.3.3.

Implementation 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.

3.5.3.4.

Development of further education systems for academic staff and support staff supporting the increase of their work competence, in particular 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 self-sharing of experience from management staff and between workplaces, and also by organizing internal internships and internships within the faculty for staff between individual workplaces.

3.5.3.5.

Involvement of students of doctoral degree programmes in the human resources development system as potential academic staff, especially through the development of their creative abilities expressed by the quantity and quality of research activities, internal and external grant activities, publication activities, further improvement of professional qualifications at the national and international level, implementation of national and international mobilities.

3.5.3.6.

Support for persons fulfilling parental responsibilities and those caring for loved ones, namely at the level of reduced working hours, release from creative and/or teaching activities, specificity in involvement in internal grant activities, specificity in the framework of mobilities and/or replacement of mobility obligations, creating opportunities to maintain contact with the workplace as part of maternal care and/or fulfilling parental responsibilities.

3.5.3.7.

Preventing academic inbreeding , in particular by filling academic staff positions based on tenders published in a manner that is also available to potential applicants outside the university, by supporting national mobility to other institutions with the same or similar activity, by supporting international mobility of academic staff.

3.5.3.8.

Application of the mechanism for limiting the term of office for senior staff, especially at the level of time limitation of the period of the heads of sections and heads of institutes, with the possibility of extending the tenure of the senior position based on selection procedures by existing employees or filling the senior position with a new employee based on the result of the selection procedure.

3.5.3.9.

Motivating executives to identify and prepare their potential successors, ensuring a qualified change of executives at the management level and at the level of sections and institutes, by creating a set of potential successors of executives with appropriate qualifications, professional, language and other abilities and demonstrable results in educational, creative and organizational activities and targeted improvement of the competences of these employees for management activities within the workplace.

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.

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.

3.5.4.3.

Implementation of a system of internal regulations and internal standards at the faculty to ensure the activities of the faculty and stabilize the legal and administrative administrative environment of the faculty, in the sense of making possible organizational changes within the framework of supporting the fulfillment of the content of internal regulations and internal standards and other administrative changes supporting administrative and administrative activities aimed at supporting and ensuring the activities of the faculty.

3.6. Reducing the administrative burden on university staff

The faculty's participation in all activities leading to the systematization of data, the digitization of documents, agendas and information and their processing and transmission within the faculty and university as well as externally to state and public administration and self-government bodies and institutions, participation in the creation of appropriate information reports for improving the quality of decision-making processes within the faculty's management.

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 specialist 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.

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 informational support for applicants for studies in veterinary study programmes, increasing informational support for students during their studies and solving situations and conditions associated with studies, as well as increasing the informational level of career counseling for graduating students and recent graduates.

3.7.1.2.

Participation in the implementation of the consultancy activities of the Center for Study and the Career and Counselling Centre 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.

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.

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 IEA VETUNI projects, in the development of creative activities within the IGA VETUNI and ICA VETUNI projects, in the development of mobilities within the IMA VETUNI projects, in specialized creative activities within the framework of external grant projects, in specialized activities within professional veterinary and hygiene activities and to the faculty's internationalization intentions with possible targeted personal or financial motivation for involvement in the faculty's activities.

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

The motivation of academic staff 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.

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 in a focus on professional areas in accordance with the qualified recommendations and requirements of professional bodies, institutions and organizations (State Veterinary Administration, Chamber of Veterinary Surgeons of the Czech Republic, Association of Veterinary Officers of the Czech Republic, Institute for State Control of Veterinary Biologicals and Medicine, Czech Agriculture and Food Inspection Authority, Police of the Czech Republic, 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.

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 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 field of Veterinary Medicine, Veterinary Hygiene; at the level of updating the content of some courses 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.

4. SWOT analysis

4.1. Strengths

The Faculty of Veterinary Hygiene and Ecology VETUNI has strengths that emphasize the faculty's specificity within the university and within the system of higher education institutions in the Czech Republic. These strengths result from the level that FVHE VETUNI has achieved in its long-term operation within higher education, and especially with a focus on veterinary hygiene and ecology, animal protection and welfare, food safety and quality, as well as in the area of animal health, their environment and the principles of maintaining and strengthening global health in nature and society. The following facts can be identified as strengths:

- a) **the faculty's unique position** as one of two institutions focused on university veterinary education within the system of higher education in the Czech Republic,
- b) **a comprehensive system for evaluating the quality of activities at the faculty,**
- c) **a high level of education in the field of veterinary hygiene and ecology** fulfilling European Union Directive 2005/36/EC of the European Parliament and of the Council on the recognition of professional qualifications and meeting other requirements of European institutions for veterinary education and thus ranking the university in its veterinary focus among quality veterinary university institutions in Europe,
- d) **successful international evaluation** of the veterinary study program as part of the international evaluation carried out by the European Association of Establishment of Veterinary Education with the result published in 2014, and the inclusion of the faculty on the prestigious list of European veterinary universities in Europe,
- e) **obtaining institutional accreditation** in 2019 from the National Accreditation Bureau for Higher Education of the Czech Republic,
- f) **high level of education in the field of animal protection and welfare , food safety and quality** ensuring high interest in this study at the faculty,
- g) **the internal educational agency of the university (IEA)** , supporting the modernization and innovation of education at the university in the form of grants with the preference of supporting the involvement of students in this development of educational activities,
- h) **a significant level of inter-faculty integration of teaching** between veterinary faculties, enabling the concentration of decisive capacities of profiling courses on the relevant faculty, for which spatial, equipment, material and personnel security in the given area is essential from the point of view of its professional focus,
- i) **significant interest in studying** in the study programmes of the faculty,
- j) **quality study programmes** at the level of bachelor's, follow-up master's, master's and doctoral studies assessed as part of institutional accreditation by the National Accreditation Office and accredited as part of the university's internal accreditation,
- k) implementation of accredited master's study programmes **in English** ,
- l) **carrying out high-quality practical training** in semi-operational workshops and slaughterhouses, in specialized and operational laboratories, but also in the operations of agricultural enterprises and in the University Farm Nový Jičín and other VETUNI facilities,
- m) **specialized facilities** for research and teaching using highly pathogenic microorganisms, pathogenic microorganisms, dangerous chemicals, addictive substances, drugs and precursors, and for conducting experiments on animals,

- n) **implementation of the teaching credit system (ECTS)** in bachelor's, follow-up master's, master's and doctoral degree programmes, issuance of the Supplement to the diploma (Diploma Supplement) to graduates and confirmation of positive international evaluation to graduates of veterinary study programmes,
- o) **bilingual (Czech-English) environment** at the faculty,
- p) **successful application of faculty graduates in practice,**
- q) very close **cooperation with potential employers of graduates** , especially with the State Veterinary Administration, Chamber of Veterinary Surgeons of the Czech Republic, Czech Agriculture and Food Inspection Authority, , Institute for State Control of Veterinary Biologicals and Medicine, private veterinarians, food companies, etc.
- r) **a significant share in the lifelong education of official veterinarians** at the certification level,
- s) **a significant share in the system of lifelong education, especially** including education for the performance of a profession, as well as interest-based education and the realization of the University of the Third Age,
- t) **doctoral degree programmes** at the faculty, systematically organized and emphasizing creative activity within this study and enabling quality doctoral education,
- u) **high-quality research activity** based on the solution of a number of issues with a significant number of high-quality, recognizable scientific outputs,
- v) **a significant share in the university's internal creative agency (ICA VETUNI),**
- w) **a significant share in the university's internal grant agency (IGA VETUNI)** , enabling research activities for master's students, doctoral students and budding researchers,
- x) **access to scientific databases and information sources** via the Internet, enabling efficient searching of scientific and professional information,
- y) **successful publication activity,** especially in impactful scientific journals, ranking the faculty in this area among quality public universities in the Czech Republic,
- z) **own professional *Maso* magazine,** very positively received by the professional public,
- aa) **own scientific journal *Maso International – Journal of Food Sciences and Technology,***
- bb) **the developing mobility of students** not only within Europe, but also to other parts of the world,
- cc) high **faculty credit in European organizations focused on university veterinary education** (EAEVE, VetNEST) and involvement in European higher education organizations (EAU, EUCEN),
- dd) the involvement of academic staff of the faculty **in international professional organizations** , thus creating a significant positive credit of the faculty abroad,
- ee) deepening **cooperation with some foreign faculties** in Europe leading to the implementation of an exchange program for students and academic staff,
- ff) **scholarship program** including merit scholarships, to support creative activity, accommodation, social, doctoral, special, abroad scholarships, and others,
- gg) the concentration of educational and research workplaces of the faculty in one VETUNI **university campus , which creates unique conditions for the activities of the faculty, the cooperation of faculties and individual workplaces of the university in the field of education and research,**
- hh) opportunities for practical educational, research and professional activities in practice conditions at **the University Farm Nový Jičín,**

- ii) **ongoing construction reconstruction and modernization of the buildings of the VETUNI campus**, enabling the spatial security of the growing demands for high-quality veterinary and hygienic teaching and research at the faculty,
- jj) the continuation of the faculty's educational activities on **the more than 100-year tradition of veterinary education at the university**.

4.2. Weaknesses

The VETUNI Faculty of Veterinary Hygiene and Ecology strives to eliminate or at least reduce the effects of deficiencies as much as possible, but the following facts can be identified as weaknesses of the faculty:

- a) **the financial complexity of veterinary and hygiene education**, which causes a lack of funds at the faculty; the possibilities of the faculty and VETUNI are very limited, however, the faculty significantly supports activities leading to the acquisition of non-normative additional funds for the educational and research operation of the faculty, consisting mainly of funds for creative activity, in the implementation of self-paying study programmes in English, in the organization of fee-based lifelong education, in the implementation of veterinary and hygiene activities, in involvement in the solution of development projects and in possible participation in the solution of European structural funds programmes,
- b) **higher failure rate in the Veterinary Hygiene and Ecology study program**; the solution to this weakness can be seen in measures consisting mainly of counseling at study departments of faculties, the implementation of modern teaching methods (multimedia teaching, multimedia teaching texts, etc.), in the implementation of a credit system (a certain relaxation of teaching), in the application of teaching differentiation, especially in higher years of study (allowing a higher choice of courses in teaching) and other measures, however, it is necessary to take into account the fact that veterinary education is one of the most difficult and therefore not difficult footfall is likely to remain high in the future,
- c) **overloading of academic staff with teaching**; the solution consists in the concentration of teaching in some courses into larger study groups, in the implementation of modern forms of teaching using multimedia possibilities, in increasing the number of academic staff in cases where the funds obtained in a normative way allow for a higher number of students,
- d) personnel provision for teaching, research, professional and other activities at the faculty could be more significant in **the representation of higher qualification levels of academic ranks**, and the representation of these staff up to the age of 60 could be higher; the solution consists in the integration of research and thus the support of the research activity of younger academic staff, especially in collectives successfully solving research projects and actively publishing the results of their scientific work,
- e) **the lack of funds to modernize the technical equipment** of the educational and research workplaces of the faculty so that further development of the current high credit of the faculty and the university abroad is possible; the solution consists in the continuation of the use of projects enabling the investment equipment of VETUNI workplaces and in the submission of other grant projects involving investment retrofitting,
- f) **unfinished reconstruction and modernization of some buildings** used by the faculty; the solution consists in the implementation of the modernization and reconstruction

of the spatial capacity of the university, which will allow for a further increase in the level of education, creative activity, professional activity and social action in the field of veterinary hygiene and ecology, animal protection and welfare, food safety and quality, as well as in the field of animal health, their environment and the principles of maintaining and strengthening global health in nature and society.

4.3. Opportunities

The following opportunities can be expected during the implementation of plans to carry out educational, creative, professional and other academic activities at the faculty and its further development:

- a) **strengthening the quality of** educational activities at the faculty in particular by deepening the system of ensuring and internal evaluation of the quality of educational, creative and related activities,
- b) **persistent interest in studying** veterinary hygiene and ecology, animal protection and welfare , food safety and quality,
- c) **modernization of study programmes** of veterinary hygiene and ecology, animal protection and welfare , food safety and quality in terms of the structure and content of study programmes and new teaching methods,
- d) **a new study program** focused on the area of animal health, their environment and the principles of maintaining and strengthening global health in nature and society,
- e) **further development of educational opportunities** with the use of multimedia support in teaching and studying, project-based and problem-oriented teaching, and information technology support,
- f) expansion of teaching options in study programmes **in the English language** ,
- g) **integrated teaching** between both faculties,
- h) the deepening **quality of doctoral degree programmes**,
- i) possibilities of international research projects,
- j) participation in solving other research projects,
- k) possibilities of obtaining research grant projects and **increasing the number of publication outputs** ,
- l) growing **opportunities for mobility of students** and academic staff,
- m) **the increasing electronicization** of all activities at VETUNI,
- n) **increasing availability of information resources** for education, creative activity and professional activity,
- o) **carrying out professional veterinary, hygienic and other services**,
- p) **development of activities at the University Farm Nový Jičín**, improving the conditions of purposeful pedagogy,
- q) **the motivation of staff in their activities** at the faculty, especially on the basis of differentiation in the remuneration of academic and other staff according to the results of their work,
- r) **participation in university development programmes of the Ministry of Education, Youth and Sports of the Czech Republic**,
- s) **developing professional cooperation** with state administration institutions, professional self-governments, professional interest organizations and businesses,
- t) **developing international cooperation** and further integration into international structures, especially within the EU,

- u) **equipment modernization** using normative and non-normative funding sources and other sources (especially investment programmes),
- v) **construction modernization** of premises used by the faculty with the support of the Ministry of Education, Youth and Sports of the Czech Republic and other sources (especially investment programmes),
- w) **developing** faculty promotion and marketing, leading to increased awareness and increased faculty presentation opportunities.

4.4. Risks

Risks for the implementation of the faculty's mission lie mainly outside the scope of the faculty and VETUNI. These risks are mainly in the following facts:

- a) **the reduction of support for higher education in the budget** of the Czech Republic and the current increasing financial demands of veterinary and hygiene education, could, within the framework of the reduction of normative funding in the Czech Republic, lead to lagging behind the development of the quality of veterinary and hygiene education at the university and the faculty could lose its prestigious position among quality veterinary institutions,
- b) **limiting the support for creative activity in the budget** of the Czech Republic or changing the conditions for the provision of support for creative activity by the Ministry of Education, Youth and Sports of the Czech Republic, leading to a reduction in the university's budget for creative activity, could lead to a reduction in the scope of creative activity of the faculty and a reduction in the possibility of involving students in research at the faculty,
- c) **the infectious situation** in the Czech Republic or Europe (e.g. ongoing measures to suppress COVID-19) reducing the mobility of students and academic staff and reducing the number of students in the English study program and limiting the overall internationalization of the faculty and the university,
- d) **changing the setting of criteria within the Ministry of Education, Youth and Sports of the Czech Republic**, which would not allow the university access to the means of non-investment modernization and thereby limit the faculty's competitiveness, especially in the European higher education area,
- e) **insufficient support from the Ministry of Education, Youth and Sports of the Czech Republic in the spatial construction changes of the university** could lead to problematic provision of an adequate level of quality in education, research and professional activity, and in solving the faculty's fundamental spatial needs,
- f) **the infectious situation in livestock farms** and natural locations leading to the prohibition of access to livestock farms and thereby limiting the possibilities of practical teaching for students (e.g. the spread of African swine fever),
- g) **the occurrence of a natural disaster (floods, drought, fires)** that would affect a significant part of the university could cause a limitation of the scope and/or quality of the faculty's activities.

5. Conclusion

By fulfilling the strategic goals in their sub-priorities, using the set tools for their implementation in the final deadline of 2030, the Faculty of Veterinary Hygiene and Ecology will consolidate its quality and unique position focused on veterinary medicine, veterinary hygiene and ecology, animal protection and welfare, food safety and quality, 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 the field of educational activity, the strategic goal of being a prestigious faculty providing a very high level of education in the field of veterinary hygiene and ecology, animal protection and welfare, food safety and quality, and in the field of animal health, their environment and the principles of maintaining and strengthening global health in nature and society will be fulfilled.

In the field of creative activity, it will enable the fulfillment of the strategic goal of being a research institution and carrying out excellent research activities and achieving unique results applicable in further research activities and professional practice and achieving significant creative results in other issues corresponding to the needs of society and the modern development of knowledge, with the aim of creating new knowledge and its application for society at a level comparable to other important university and research European and world institutions.

In the field of professional veterinary and hygiene activities, the implementation of strategic goals will enable professional activities to be carried out at the highest professional level, creating a center of quality for these activities at the faculty for professionals and other members of the public.

In the field of internationalization, the fulfillment of strategic goals will increase the scope of the faculty's internationalization, especially in the internationalization of activities, as well as in its active international involvement in education and creative activities with an overlap in other European countries, and the international credit of the faculty in university, scientific and professional activities will be strengthened.

In the area of creating conditions for ensuring activities in the area of human resources and the legal environment, the implementation of the strategic plans of the faculty will improve the quality of the level and activity of the faculty's employees, and the quality of the environment of internal legal regulation for its educational, creative, internationalization, professional activities and for its cooperation with practice and social action.

Fulfillment of strategic plans in the field of construction, technological and equipment background will significantly stabilize the faculty from a spatial and technological point of view, by completing and reconstructing the operations of the faculty, conditions will be created for renewing and supplementing operations with modern instrumentation, with an impact on increasing the quality of educational, creative, professional and other activities at the faculty.

In the field of financing, even in the fulfillment of strategic plans, the faculty will remain highly dependent on state budget resources, but the share of non-state financial resources for further development of the faculty will increase, fairness in the allocation of funds will be deepened with a significant element of motivation to develop activities, efficiency,

transparency and economic regulation of activities in the sense of supporting the development of successful and effective activities of the faculty.

In the area of managing the implementation of strategic plans, there will be a strengthening of management activities based on transparent procedures based on objective data and respecting organizationally structured and personnel fairness and qualification, as well as the development of the principles of academic freedom, academic self-governance and the university environment.

In the area of promotion and marketing, the implementation of strategic plans will strengthen the faculty's positive media credit, support professional and lay public interest in the faculty and the results of its activities, support students', graduates' and employees' belonging to the faculty and the university, support interest in the history and traditions and the present of the faculty and the university, and its potential for action in the future.

The Faculty of Veterinary Hygiene and Ecology of the University of Veterinary Sciences Brno will, in the target year 2030, take the position of a university institution with a level corresponding to similar faculties in developed European countries with the uniqueness given by tradition and the extraordinary development conditions of these special specific areas, making it an exceptional faculty in the European higher education area focused on veterinary hygiene and ecology, animal protection and welfare, food safety and quality, and on the health of animals, their environment and principles of maintenance and strengthening global health in nature and society.

In Brno on April 18, 2021