

UNIVERSITY OF LISBON
Faculty of Veterinary Medicine

Strategic and Action Plan
2023-2026

Proposal from the President of FMV to the School Council

APPROVED BY THE SCHOOL COUNCIL ON 11/11/2022

Index

I.	INTRODUCTION	2
II.	INTERNAL AND EXTERNAL DIAGNOSIS	4
III.	MAIN ACHIEVEMENTS 2019-2022	6
	TEACHING	6
	RESEARCH	8
	UNIVERSITY EXTENSION	9
	TECHNICAL AND ADMINISTRATIVE SERVICES	10
	FACILITIES	11
IV.	LINES OF ACTION	14
	FINANCING	14
	EXPENSE	15
	BUILT PATRIMONY MANAGEMENT	15
	TEACHING	16
	RESEARCH	19
	UNIVERSITY EXTENSION	20
	INTERNATIONALIZATION	20
	FMV MANAGEMENT.....	21
	FMV TECHNICAL AND ADMINISTRATIVE SERVICES	23
	FMV'S CONNECTION TO ULISBOA.....	23
	FMV'S CONNECTION TO SOCIETY	24

I. INTRODUCTION

FMV was **the first Portuguese-language Veterinary Education Institution in the world** (1830) and is the only one in Portugal **evaluated and accredited by the European Committee of Veterinary Education** (ECOVE), which gathers the European Association of Establishments for Veterinary Education (EAEVE) and the Federation of Veterinarians of Europe (FVE).

FMV's **mission** is *“to create, transmit and disseminate culture, science and technology in the area of Veterinary Sciences, through the development of educational, research and university extension activities of excellence, for the benefit of society”*.

FMV's **Vision** is *“to be one of the best Schools in Europe in Teaching and Research in the area of Veterinary Sciences, recognized for its high standards of quality and innovation, offering conditions that attract the best protagonists and providing a favourable and stimulating environment for the development of these activities, in a culture of intellectual and scientific freedom, cooperation, innovation and quality, in respect for the values of ethics, social responsibility and recognition of merit”*.

The 2023-2026 strategic plan has as its framework and main goal the fulfilment of FMV's Mission and Vision as fundamental strategic guidelines, respecting and honouring the historical past and all those who worked and fought to make it today a reference institution in the country and in the world, which challenge us to maintain and, if possible, increase this already high level of quality that we have achieved.

FMV was evaluated and accredited by ECOVE with total success in November 2017. This goal, considered FMV's first priority, was achieved and we will now have the difficult task of maintaining this accreditation, with everything it already requires and will entail in the future, for the benefit of the students who choose us in the most important part of their training and for the prestige of Portuguese veterinary teaching and research.

In addition to **Teaching**, simultaneously and coherently, initiatives must be taken and every effort made so that:

- a) **Scientific Research** can continue its growth process and reach funding levels that allow it to reach other levels of development and impact;

- b) **University Extension**, namely the services provided to Society, constitute a high quality reference, winning the trust of those who seek us and strategically supporting other sectors of activity (Teaching and Research).

In all these fields of action, FMV must be guided by policies that aim at **quality, innovation, cooperation** and **sustainability**, based on the values of:

Freedom, a fundamental pillar of the University, guaranteeing and promoting a free space for debate and generation of ideas;

Ethics of principles, of mutual respect between all, considering rights, but also civic and constitutional duties, and its special condition as a public institution;

Justice and **equity** of treatment and distribution of efforts;

Rigor in the exercise of powers and in the judicious and fair management of resources, in strict compliance with laws and respect for hierarchies;

Transparency, promoting full visibility of decisions and their reasons;

Recognition of merit, rewarding the best, not only in each person's specific activity, but also in their contribution to the community and to the continuous improvement of FMV;

Solidarity with the most disadvantaged, by Nature or by Society.

II. INTERNAL AND EXTERNAL DIAGNOSIS

The diagnosis of the institution's strengths and weaknesses and the analysis of its external environment, in the form of potential opportunities and constraints and threats that are likely to occur, certainly allow for a better definition of the strategic goals to be pursued and the respective lines of action to be developed.

Strengths:

- International recognition - it is the only Veterinary Medicine study program accredited by ECOVE in Portugal;
- Being part of the University of Lisbon (ULisboa), the largest Portuguese university, providing the establishment of new internal collaborations in terms of teaching and research, an increase in critical mass, a greater capacity for negotiation (economy of scale), access to greater support from the Rector's shared services in the faculty's administration and a greater visibility of FMV;
- Teaching staff of high scientific and pedagogic quality, mostly with PhDs, working in full-time and exclusively;
- High quality students, composed of young adults with good or very good marks in secondary education and national exams, selected in a highly competitive process;
- Modern, spacious, well-equipped facilities, with large areas for practical teaching and research;
- A Study Plan regularly revised and updated in accordance with international recommendations;
- A Teaching Hospital with local and outpatient care, which provides clinical services in all areas of Veterinary Medicine, from prevention to diagnosis and more complex medical and surgical treatments, 24 hours/day and 365 days/year, consisting of six units:
 - a) Companion Animals Clinics;
 - b) Horse Clinics;
 - c) Food Animals Clinics;
 - d) Diagnosis Centre;
 - e) Pharmaceutical Services;
 - f) Biological Isolation and Containment Unit.

- A well-equipped Minimally Invasive Imaging and Surgery Centre with two computed tomography scans and one magnetic resonance imaging scan;
- Several Residency and Internship programs in the different specialties and areas of Veterinary Medicine;
- A research unit (Centre for Interdisciplinary Research in Animal Health - CIISA), which covers the four main areas of Research: Animal Health, Veterinary Medicine, Animal Production and Food Safety in close collaboration with more than 70 institutions at national and international level, classified in 2019 as *Excellent* by FCT;
- An Associated Laboratory, Laboratory for Animal and Veterinary Sciences (AL4Animals), coordinated by CIISA and integrating two other units, the Centre for Animal Science Studies (CECA) and the Centre for Animal and Veterinary Sciences (CECAV);
- Two Collaborative Laboratories (CoLab) in which FMV participates: VectorB2B and FeedInov.

Weaknesses:

- Public financing far below its European counterparts with which it is compared and evaluated at the same level of demand, requiring a high effort to create own revenues that guarantee the quality of the activities provided, but conditioning its potential development;
- Aging human resources and below the needs recommended by national and international bodies, especially technical and administrative workers;
- Facilities of poor construction quality involving expensive maintenance and improvement works that require external financial support;
- Limited areas for livestock species due to the lack of free-range paddocks;
- Delay in the full implementation of a quality assurance system in ULisboa and FMV.

Opportunities:

- The visibility and importance of Life and Health Sciences, undoubtedly the most dynamic areas of research at global level and for which Society pays closer attention and has higher expectations, allocating significant financial resources to its funding.
- The dissemination and development, finally, of the concepts of One Health (One Health, Global Health) or Zoonosis, multisectoral and transdisciplinary approaches involving human medicine, veterinary medicine and environment.

- The development of partnerships to promote teaching and research internationalization, particularly through European programs and with Portuguese-speaking countries;
- The ability to attract international students, finally allowed from the 2019-2020 academic year for Veterinary Medicine;
- To Establish protocols with the neighbour School of Agriculture (ISA) to create synergies and optimize resources in terms of teaching, research and use of specific areas of Tapada da Ajuda for practical teaching and research activities.

Main constraints and threats:

- High cost of veterinary medicine training, generally acknowledged as the most expensive of all university education, and the Portuguese's financial situation suggest that public funding will never be sufficient to reach the levels of its counterparts in central-northern Europe;
- The current global situation due to the COVID-19 pandemic and, more recently, the armed conflict in Europe, has produced significant effects on financial markets, the availability of raw materials, the cost of energy and the transport of goods, resulting in a significant increase in inflation and difficulties and unpredictability in acquiring goods, thus leading to a significant increase in expenses and a decrease in workers' purchasing power;
- The weight and rigidity of management and hiring public rules lead to limited autonomy and flexibility in human resources management and a huge waste of time and resources on bureaucratic activities.

III. MAIN ACHIEVEMENTS 2019-2022

For a better sequential framing of the lines of action to be developed, the main achievements of the previous four years in the different areas of action are remembered.

TEACHING

During the 2018-2022 period, all existing study cycles remained in full operation and was created the **master's degree in Equine Sciences**, which will start in the 2023-2024 academic year, just like the Erasmus+ MorphoPHEN - Morphological Phenotyping of Animal Models of Human

Diseases, recently approved. The **degree and master's degrees in Zootechnical Engineering** were revised with the ISA, ensuring fairer financing for both Schools and a simpler and more efficient administration, with clear benefits for students. Significant investments were made in **audio-visual, IT and environmental equipment in auditoriums and classrooms**, improving teaching conditions.

The **pandemic** forced significant adaptations in teaching and assessment for five consecutive semesters in all study cycles, however, it was possible to guarantee essential training, assessment of learning and avoid the threat of repeating a semester. Distance teaching and assessment, along with the **pedagogical training** made mandatory for teachers by the Pedagogic Council (PC) from 2019 onwards, certainly contributed to a modernization in teaching methodologies.

The **self-evaluation reports for all study cycles** coordinated by FMV were prepared and delivered to **A3ES** within the deadlines set, but, due to the pandemic, the appointment of the respective evaluation panels and meetings were postponed by this Agency, having only been held in 2022, with **complete success**. The **Interim Report** on the MIMV was prepared and sent to EAEVE in April 2021, which was approved without any additional recommendations.

As planned, the Scientific Council began **reviewing the MIMV Study Plan**, in accordance with the guidelines and recommendations of the national and European authorities and the opinions of teachers, students, former students, the Advisory Board and co-opted members of the School Council, which, with regard to the list of curricular units, was approved by the Scientific Council on May 20, 2022, now moving to the discussion and approval phase of the respective syllabus. The Scientific Council also reviewed the **MIMV Regulation** and the **Performance Assessment Regulation of FMV teachers** in 2016 and 2019, which led to the publication of the new Regulation in DR (Diário da República) on 24-12-2021. The **crediting system for previous training and equivalences** and the **teaching service distribution system** were also revised.

The Pedagogic Council created the **Student Support Office (GAPE)** and the **Mentor Group (GM)** which, in an organized way, began to provide valuable support to students. It is worth highlighting PC's decisive action in the rapid adaptations to distance learning and in the numerous rescheduling of teaching activities dictated by the evolution of the pandemic, always to guarantee the fulfilment of **academic programs** and **maximum safety for teachers and students**.

The **use of animal dummies in teaching** continued to increase with the acquisition of a life-size bovine model to train students in resolving dystocia and the Clinical Skills Training Centre was reinforced with a second room in building G.

RESEARCH

In the period 2018-2022, two very important goals, which have been pursued for a long time, were achieved:

1st - In 2019, based on its productivity records, its new strategic plan for 2020-2023 and a very competitive assessment carried out by an international panel, **CIISA was classified as Excellent**. This classification allowed access to a significantly higher level of funding, enabling the financing of more research projects, the acquisition of equipment and the direct opening of 12 PhD scholarships.

2nd - In 2021, due to the CIISA classification of Excellent, a competitive application was presented and approved, led by CIISA and integrating two other units, the Centre for Animal Science Studies (CECA) and the Centre for Animal and Veterinary Science (CECAV), giving rise to the Associated Laboratory for Animal and Veterinary Sciences (AL4AnimalS). Although it still has a limited funding, this Associated Laboratory opens up perspectives of access to funding that were not available so far, and the development of new important collaborations for the quantitative and qualitative progress of research in FMV.

In 2021, the installation of a **BSL-level 3 Laboratory** in the Infectious Diseases sector was completed, an old dream that will now allow the carrying out of work that was previously impossible to carry out due to the absence of these safety conditions.

Also, in 2021, the Clinics Department approved the creation of the **Minimally Invasive Imaging and Surgery Centre** and the **Comparative Surgery Centre**, structures that aim, respectively, to develop and optimize the use of equipment in research, teaching and provision of services and the training of surgeons.

CIISA continued to develop its activity, essential for the development of knowledge and the rationale of Teaching, namely by opening annually calls for financing research projects of different types (Innovation, Continuity and Master's), based on competitive applications evaluated by a panel, for missions to national and international scientific meetings to present

work or prepare projects or research networks, and also rewarding the best publications. Within the scope of multi-annual financing and the Excellent rating, financing was finally obtained for the acquisition of major equipment, namely a Flow Cytometer, a Liquid Chromatograph coupled to mass spectrometry (LC-MS) and a Confocal Microscope.

UNIVERSITY EXTENSION

FMV's university extension is mainly developed through the services that the Teaching Hospital provides to Society. During the period 2018-2022, the improvement and optimization of these services was achieved through several actions:

- a) Reorganization of the Teaching Hospital individualizing the **Horse Hospital**, the **Food Animals Hospital** and the **Biological Isolation and Containment Unit**;
- b) Significant improvements in the **administrative and financial organization and management** of the various units of the Teaching Hospital;
- c) Reorganization of the **Diagnosis Centre**;
- d) Hiring **more senior and differentiated veterinarians**, more **veterinary nurses** and a **practice manager**;
- e) Opening of **residences** and **internships**; there are currently 4 residencies and 9 internships in progress; one residency will begin by the end of 2022 and another residency is expected for 2023;
- f) Definition of **careers, salary scales** and a **performance evaluation system**;
- g) Acquisition of new **equipment**, including a second CT scan and a Magnetic Resonance Imaging, as part of an application submitted to the Lisbon Regional Operational Program (POR Lisbon 2020), approved on 24/01/2020, and which aims to create the Minimally Invasive Imaging and Surgery Centre;
- h) Review of protocols with **Blood Bank** support institutions and its reactivation;
- i) Carrying out **surveys** of clients, veterinarians and veterinary nurses.

Beyond the services of the Teaching Hospital, FMV developed its university extension in various aspects of support and collaboration with Society, such as the participation in projects and initiatives with public entities and associative organizations.

It should also be noted that during this period:

- a) Two **Collaborative Laboratories (CoLab)** were approved by FCT with the participation of FMV:
 - i. **VectorB2B** integrated by a group of private companies (Technofage, Bevag, Medinfar Laboratory) and public scientific institutions (FMV, Faculty of Pharmacy and Faculty of Medicine of Ulisboa, and University of Coimbra) whose main goal is to enhance resources and skills of its associates in the field of biotechnology in the development of new drugs and diagnostic techniques to provide differentiated, high-quality services;
 - ii. and **FeedInov** in which FMV participates with the Portuguese Association of Compound Food Industries (IACA) and several companies in the Animal Feed sector and institutions of the national scientific network (INIAV, UTAD, ICBAS, INESC TEC and REQUIMTE) to promote research and innovation in animal nutrition and safety throughout the food chain, with an impact on the safety of animal products;
- b) The Education committees of the following European Specialty Colleges recognized FMV-Ulisboa as a **Training Centre** in their areas:
 - *Veterinary Internal Medicine - Companion Animals*
 - *Equine Internal Medicine*
 - *Veterinary Surgeons (Equines)*
 - *Veterinary Microbiology*
 - *Animal Welfare and Behavioural Medicine*
 - *Bovine Health Management;*
- c) FMV's first service provision laboratory, the Animal Reproduction laboratory, LabRepA, was **accredited by the Portuguese Accreditation Institute (IPAC)**, a decisive step towards recognizing the quality of the work carried out and attracting clients who enhance interaction with Society and contribute to the Teaching and applied Research.

TECHNICAL AND ADMINISTRATIVE SERVICES

In this area, the conclusion of the process of extraordinary regularization of precarious employment in the Public Administration (**PREVPAP**) allowed to clarify the situation of 23 workers and **reorganize some Services**, of which the Financial Resources Division stands out.

However, the **scarcity of human resources in the area of Human Resources** has conditioned the opening and conclusion of calls various areas, from the Academic and Human Resources Division (DARH) itself to the level of the support for Teaching and Research.

Also, in this case, the pandemic was felt very negatively, reducing working hours and efficiency by confining workers or placing them on teleworking and moving them away from their usual work to other new, but priority tasks, such as teaching adaptations and collection of information necessary to implement security rules.

Finally, in 2022, it was possible to **reinforce the human resources team**, thus expecting greater speed in all hiring, renewal and evaluation processes.

It is also important to mention the hiring of an **image and communication** technician for the first time, an important area for FMV's visibility and external affirmation.

FACILITIES

The **degradation of the FMV buildings** is evident, resulting from a very low construction quality, deficiencies in the construction itself and the lack of maintenance due to the lack of financial resources. These problems have motivated several urgent interventions over the years, which have solved some of the more evident situations, but leaving many others unsolved. It is also important to highlight that FMV's scarce budget never included funds for these tasks, and important financial resources were consumed in this effort that could have been used to achieve important strategic goals for FMV, such as the construction of new facilities, adaptation and requalification of other existing equipment or acquisition of new equipment.

In general, FMV buildings present a **significant level of degradation, mainly with regard to their exterior part**, due to problems coming from water infiltration and normal wear, inherent to use.

In the period 2018-2022, a **very constructive dialogue was maintained with the Rectory**, in order to find the technical methodologies and financial resources that would allow the rehabilitation of FMV infrastructures to begin. Therefore, the elaboration of a **general**

rehabilitation project was considered decisive, whose call, in the form of Prior Consultation, was launched on 08/21/2020, which, surprisingly, did not attract any candidates. Due to this result, on 10/28/2020 an International Public Competition of higher value was launched in which 24 companies competed. Awarded to the candidate ranked in 1st place, the respective contract was signed in February 2021, the Project was delivered in July 2021 and **the first works competition worth more than 2.1 million euros were launched in the last quarter of 2021**, relating to the resolution of the main problems in buildings A, B, C and D. This was only possible with the financial support resulting from the planned accumulation of positive balances from previous years and a financial contribution from the Rectory.

The rehabilitation works on building D took place between April and September 2022. In May 2022, the rehabilitation works on buildings A, B and C were awarded, awaiting approval from the Court of Auditors.

A competition was also launched in 2021 for the **Organic Recovery Unit (UVO) of Organic Waste** project, a solution that will allow for the long-term environmentally sustainable treatment of manure produced by livestock species in FMV.

In terms of **energy efficiency**, in 2019 the Faculty took part in the Public Competition for the “Contract for the rehabilitation of the lighting systems of a set of buildings of the Central Services of the University of Lisbon, its Schools and/or Organic Units” which took place at the end of 2020 and beginning of 2021 with the **replacement of existing old lamps with LED technology**, and competed, in 2022, within the scope of the Recovery and Resilience Program (PRR), for the installation of new equipment (photovoltaic panels, solar water heating panels, replacement of gas boilers, among other energy-related interventions, etc.) that can make a significant contribution to energy savings in the facilities.

Through the Recovery and Resilience Program (PRR), FMV competed in 2021 for **Impulso Adultos** as part of the ULisboa candidacy, where it assumed a very significant position in terms of the **courses offered** (9), having in return funding for hiring teachers and for carrying out works and purchasing equipment. Although ULisboa’ application obtained the best classification, the allocation of funds did not allow it to reach the defined maximum level, but considerable funding is still expected.

Finally, an important note:

After a long process, the FMV facilities were finally **registered in the name of the Faculty** at the Lisbon Land Registry Office, in 2021.

IV. LINES OF ACTION

The intrinsic knowledge of FMV reality, based on the detailed analyses and reflections carried out for the self-evaluation reports for national and international evaluations, the recommendations of the respective evaluation panels and the experience of the first term, give us a very clear vision of the strengths and weaknesses of the institution. From the reading of these documents and perceiving the internal and external reality of the institution, the following lines of action emerge in the various aspects of activity for the next four years, which the President of FMV proposes to the School Council, in line with the program presented in the time of application for the second term.

FINANCING

FMV's public funding has always been **scarce and clearly insufficient** to guarantee the quality we would like and be able to achieve. Only the enormous **increase in own revenues** achieved in the last decade, at the expense of internal efforts, allowed the Faculty to continue operating and reach current quality levels.

At the same time, the **recognition by the Rectory** of the high cost of Veterinary training finally gave a positive response to an old demand from the FMV Presidency. As a result, the Rectory began the gradual increase in FMV funding in 2016, which reached its full extent in 2022, at a level that finally allows us to hire the human resources we need, make investments in structures and equipment and strengthening the functioning creating better working conditions for the entire FMV community and allowing even better results to be achieved.

However, even with this significant increase, the Public Budget continues to be **spent mostly on human resources** and efforts to raise own revenues to support the entire operation of the most expensive education in the world continue to be necessary. Therefore, as a preventive strategy against possible new financial constraints and to reduce dependence on the Public Budget, all possible sources of financing must be explored, always in an impartial and transparent way. In this sense, several paths should be followed:

- a) **Increase the services provided to Society**, always based on quality, rigor, independence and fair prices, from specialized courses, to technical services and space rental;

- b) Diversification of funding sources, such as **technology transfer**, space naming and **sponsorship**;
- c) **Offering new study cycles** leading to a degree;
- d) **Update of fees charged** for administrative services.

EXPENSE

Although in a restrained way, there will certainly still be opportunities to **rationalize operating costs**. In addition to the possible improvement in the management of the acquisition of consumables and services, it will be also necessary:

- a) Continue to introduce equipment/systems that increase the **energy efficiency** of buildings, taking advantage of all opportunities for financial support intended for these purposes;
- b) Rethink systems and contracts for the supply and use of **electricity, water and gases**;
- c) Continue to invest in **joint use equipment** that avoids redundancies and optimizes resources;
- d) Optimize the use of **IT equipment**;
- e) Reinforce the **paper and printing saving policy**, finding alternative ways and improving the forecast of their needs;
- f) Analyse the working condition of **FMV vehicles** and evaluate other ways of ensuring transport for students and teachers at lower costs.

BUILT PATRIMONY MANAGEMENT

Having achieved the objective of carrying out the rehabilitation project and finding financing for the majority of it, the **rehabilitation works finally began in April 2022**, as described above. The **rehabilitation of buildings A, B, C and D will take the next year and a half** and will require close monitoring to guarantee the quality of the planned work. Then there will be the remaining buildings, least priority, but with also significant needs, especially in terms of metalwork and glass frames (doors, windows). There will also be small and medium-sized interventions to optimize and adapt spaces that are becoming scarce for needs and to ensure

greater comfort for workers and students. Better use of the currently open area on the 2nd floor of building C could provide more leisure areas, favouring everyone's well-being.

In order to attract financing, the old projects of remodelling the Teaching Hospital, the construction of versatile and multipurpose classrooms, the museum, and the library of Gomes Freire facilities, which remains in storage, but ready to be assembled, should be considered.

In terms of research and service provision equipment, in the last 4 years several large and expensive pieces of equipment, as already mentioned, have been acquired, with the hope that new programmatic funding from CIISA will allow us to acquire some more, as well as continue to equip the Teaching Hospital and Laboratories.

TEACHING

ECOVE accreditation should not be seen as an end, but as a means and a permanent stimulus for FMV to achieve the level of quality it seeks in all its activities. This accreditation should not slow down the permanent process of improvement, leading to its stagnation and regression, especially because **EAEVE's criteria for the next evaluation in the autumn of 2024 will be certainly higher than those of 2017.**

The **new IMVM Study Plan**, whose list of curricular units was recently approved, promises a paradigm shift in the way of teaching, learning and evaluating. The integration of subjects, the introduction of new themes, particularly soft skills, the significant increase in the number of hours of clinical teaching at the Hospital (rotations) and the reduction of exam periods promise new and more stimulating times for students and teachers. At the same time, it is essential to **innovate teaching, learning and assessment pedagogical methodologies**, making them more attractive, functional and ecological. A Teaching focused on the characteristics of today's young people and the needs of tomorrow's society. Digital tools and artificial intelligence are, for example, already a reality in veterinary teaching and practice.

On the other hand, the astonishing speed at which knowledge is generated also requires new learning strategies and permanent updating. It is no longer possible to present it in a static way, with the expectation that it will last for a long period of time. Today, **it is not only necessary to guide the student to the "state of the art", but, just as important as that, it is essential to**

make them aware of how ephemeral this state of the art is and that is crucial its permanent **updating**, or at least frequent, to ensure a quality performance in a very competitive job market.

All these considerations do not and cannot under any circumstances lead to a lower standard of quality, but rather **making the work of teachers and students more efficient and attractive**, in favour of a **graduate who is better prepared and motivated** to respond to the demands of the modern and future times. Increasing student satisfaction, improving the scientific, pedagogical and organizational quality of teaching, will always be a good strategy to obtain the best results. Let us always remember that students are the main reason for FMV to exist!

However, of the countless aspects that could be improved, we emphasize those that seem most important and priority:

- a) Promote a **stimulating and profitable teaching-learning environment**, which considers **Day One Competencies** but also the evolution of paradigms for the transmission of knowledge and skills and the characteristics of current young university students:
 - i. **Modernizing the way of teaching/guiding** student learning, adapting master classes to establish a common thread for the syllabus and maximizing active forms of learning that stimulate analytical and critical thinking (PBL, CBL, case discussion, seminars, study visits, etc.);
 - ii. Maximizing the use of modern information technologies.
- b) **Render knowledge and skills assessment processes more attractive, efficient and ecological** and less consuming of the scarcest commodity, time:
 - i. Not appealing to superficial memorization of facts, but to integrated reasoning;
 - ii. Using IT tools that make the process simpler, faster and cheaper (less paper and printing);
 - iii. Investing in continuous assessment and distributing assessment moments across different decisive phases of the learning process and at the end of subject cycles, and relieving it in the final period.
- c) Deepen **civic training** and the acquisition of **transversal and social skills** necessary for the multiple missions of Veterinarians in Society:
 - i. Intensify the values of citizenship (freedom, respect, solidarity; knowledge of rights and duties), know how to form, integrate and coordinate teams; in addition to being

- excellent technicians, FMV graduates must also be good citizens, actively participating in the construction of a fairer and more prosperous Society;
- ii. Master decision-making processes;
 - iii. Be aware of the scarcity of resources and the need for their better management;
 - iv. Respect other people's space and time: optimize time, be punctual;
- d) Increase the success of the **training offer**, making it more attractive and giving greater visibility to those study cycles that do not fill all the vacancies;
 - e) Increase **academic success**, bringing the graduation period closer to the expected training time;
 - f) Reduce **school dropout rates**, identifying and combating their causes;
 - g) Adapt the number of MIMV students and teachers to the **ratios recommended by international bodies and the physical and functional conditions of FMV**;
 - h) Create a Continuous **Pedagogical Training Plan** for teachers, promoting training and sharing of experiences within the scope of innovation in the teaching-learning of veterinary medicine, as well as for veterinarians and nurses at the Teaching Hospital;
 - i) Improve or create **new spaces suited to new pedagogical requirements**;
 - j) Use more **animal dummies**, gradually and increasingly, to reduce the use of live animals and apply the principle of *never the first time on a live animal*;
 - k) Improve **students' study and leisure spaces**, providing collaborative work and social spaces;
 - l) Pressure CARRIS to increase the number and frequency of **public transport** on the Ajuda Campus;
 - m) Increase the **employability** of FMV graduates by creating spaces and channels of communication that more easily and quickly promote knowledge of employment opportunities;
 - n) Monitor the **professional paths** of graduates in order to understand the current reality of the job market, better update and direct training and collect information on lifelong training needs, in line with the actions of the **Alumni Association**.

The FMV veterinary medicine teaching/learning process will soon once again have its high point of international evaluation. **A new evaluation of the EAEVE will take place in autumn 2024**, which, like the previous ones, requires careful prior preparation, embodied in a well-

constructed, written and presented Self-Evaluation Report (SER) and a well-planned visit by the evaluation team.

RESEARCH

Research is the source of knowledge and the engine of development, contributing decisively to the modernity and quality of the teaching and to its correct approach, from a perspective of humility before the perception of what we do not yet know and the permanent need for innovation. In a University that aims to be a **research university**, research assumes a preponderant role, an indelible mark and a way of being that differentiates its teachers and graduates.

CIISA is the FMV's research centre, coordinating and stimulating its research activities and thus constituting a central piece for the scientifically sustained development of FMV's Education and Services, in addition to the general contribution to knowledge and development of the Country. FMV must, therefore, ensure the physical and human conditions for the full functioning of CIISA, in a synergistic and supportive relationship that optimizes the available resources and provides the best results. Through CIISA, FMV must therefore:

- a) Encourage the establishment of new **strategic partnerships** and **integration into national and international networks** and consortia, seeking to increase the critical mass of the team in order to achieve higher levels of quality and financing;
- b) Support the search for **external funding** by teachers and researchers in the national and international bodies;
- c) Take advantage of opportunities to **hire researchers** and **renew equipment**;
- d) Encourage teachers and researchers to take advantage of the multiple personal and institutional advantages of **technology transfer**, whether through patent registration or commercial valuation;
- e) Increase the **training of high-quality young scientists**;
- f) Attract more **PhD students**;
- g) **Initiate master's students early in research activities**;
- h) Increase the **visibility and applicability of the research carried out**.

The reinforced funding from CIISA due to its Excellent rating and its participation and coordination of the new Associated Laboratory for Animal and Veterinary Sciences (**AL4AnimalS**),

bring increased responsibilities and potential that we should be able to take advantage of and optimize.

UNIVERSITY EXTENSION

University extension, in particular Services provided by FMV, is fundamental for the production of the caseload needed for the training of students, to provide opportunities for research, as a form of support to Society and as an indispensable source of income. Therefore, Services must fight for high quality and differentiation, irreproachable ethical conduct, a moderate but competitive pricing policy and general customer satisfaction. It must be clear and accepted by everyone who comes to us that FMV is a special service provider, in which students actively participate in these activities, under the supervision of competent and responsible professionals. Several actions should continue to deserve the best attention:

- a) Optimize the **competences and services offered by the Teaching Hospital**;
- b) Continue to encourage the provision of **residencies** and **internships** as a form of specialized training;
- c) Identify and coherently **organize opportunities and capabilities to provide other services**;
- d) Implement **systems for evaluating the quality** of services provided and user satisfaction;
- e) Develop the relationship with **ACIVET**, as the **managing entity of the Teaching Hospital**;
- f) Analyse and solve the reasons for justified **complaints** from users;
- g) Support and develop the two Collaborative Laboratories (CoLab) in which FMV participates, **VectorB2B** and **FeedInov**, taking advantage of their strengths to attract services, develop research and serve Society.

INTERNATIONALIZATION

The globalization of Teaching and Research has clearly highlighted the benefits of greater contact between different cultures, training and experiences in creating richer and more productive teams, and obtaining better results. Also, for ULisboa, the focus on internationalization is one of its strategic lines, positioning teaching, research and innovation within a perspective of globalization and contribution to development. FMV's visibility and

international recognition also necessarily depend on this type of contacts and its ability to attract foreign students. Aware of these realities and their advantages for scientific and social progress, FMV must also continue to pursue this goal, prioritizing the following actions:

- a) Encourage **IN and OUT mobility of students**, both for studies and internships, of **teachers, researchers and technical and administrative workers**, promoting an enriching exchange of academic and social experiences in a stimulating multicultural environment;
- b) Improve the **international visibility of FMV**, namely through the English version of its website and in particular aspects that may increase its attractiveness to foreign students;
- c) Increase **partnerships with other foreign teaching and research institutions**;
- d) Deepen the **relationship with Portuguese-speaking countries**.

FMV MANAGEMENT

The management of an institution like FMV is very complex, requiring the knowledge of a vast set of legislation, always changing, an efficient management of human resources within its specific legal framework, a close connection between its different sectors, an easy and fast connection to the University's central services (Rector's Office) and, always, an efficient management of financial resources.

Decision-making processes must be properly organized and substantiated, considering all factors involved, providing the opportunity to hear all relevant opinions and considering the necessary time for reflection and the smooth functioning of management bodies. To do this, we must:

- a) Proceed with **timely planning of all ordinary or extraordinary execution actions** that can be scheduled, allowing the identification of the people best prepared for their execution, their most careful preparation, the previous consultation of decision-making bodies, if necessary, in order to take a timely decision;
- b) **List and prioritize other tasks to be carried out without a defined deadline**, using criteria such as the safety and well-being of people and goods, financial support, the quality of services provided and the image of FMV.

In this context, it will be important to improve **internal communication**, regularly listening to the members of the Coordination Board and the Advisory Board, and finding expeditious ways of listening and communicating with the various bodies, involving them in the discussion and resolution of problems for a better perception and acceptance of decisions made. The **publicity of decisions** must also find forms of communication and permanent consultation so that everyone knows where to find the information they need.

A fundamental and mandatory part of management control is undoubtedly the **System of Quality Assurance**, which, after several vicissitudes beyond FMV, is now in a position to fully development, in line with its ULisboa counterpart.

With regard to **human resources**, their management and motivation constitute pivotal factors for the good operation of the institution, ensuring a policy of encouraging quality and rewarding merit. Therefore, we must:

- a) Continue to improve the **performance assessment systems** for teaching and non-teaching staff and carry out the regular assessments within the planned schedule;
- b) Take advantage of all legal and financial means to create **career promotion opportunities**;
- c) **Identify staffing shortages** and initiate, as soon as there is financial support, the necessary procedures for hiring teachers and technical and administrative workers, from a perspective of medium-long term needs, reinforcement and rejuvenation;
- d) Encourage **cultural and sports activities** in the FMV community that promote intellectual enrichment, physical activity and social interaction.

The **relationship with Students** plays a preponderant role. On the one hand, they are our main client and reason for existing, on the other hand, their time at FMV is brief and they are obviously not on the same level of responsibility for the policies followed. However, their suggestions and criticisms during the interaction with all those involved in their academic training, their high intellectual quality and their typical enthusiasm are essential to contribute in a unique manner to the policies adopted. Therefore, in addition to what has already been mentioned in the Teaching section, it is very important to **optimize all forms of student participation** in the life of FMV and **promote their well-being**, instilling in them an indelible mark and an enormous pride in belonging to the big FMV-ULisboa family for the rest of their lives and making them our best ambassadors around the world. The participation of students in

management bodies and our total availability to listen to their opinions and constructive criticism will continue to guide our action. A close collaboration with the **Student Association** is naturally a decisive part of this relationship in all aspects, namely a better management and quality of services and activities provided to students.

FMV TECHNICAL AND ADMINISTRATIVE SERVICES #

All of FMV's activities depend on its technical and administrative services, from academic to financial aspects, including research and human resources management, safety and health at work, maintenance of facilities, equipment and animals, etc. The ability to offer high quality Education, Research and Services can easily be penalized by delays and inefficiency of these services. Being a small School, FMV must, however, offer the same services as a large School, without being able to count on similar financial and human resources. Therefore, it will be necessary to focus on optimizing our resources and the efficiency of our services, as suggested below:

- a) Complete the **regulation of administrative services**, a decisive element in their organization and optimization;
- b) Promote a better **management of human resources**, identifying the most prepared and qualified elements for each function and any shortages to be filled;
- c) Ensure the **full availability of information** and regulations for easier access by users (FMV website, Fénix, other internal networks, etc.) and information and training actions on new regulations;
- d) Maximize the performance of various procedures through **computerized means** that save physical and financial resources and allow for a better control and speed.

FMV'S CONNECTION TO ULISBOA

After many years in the UTL, ULisboa is now our common home that we share with 17 other Schools, to whose genesis we are proud to have contributed, in favour of a university that covers all areas of knowledge, better management of resources of the country and the image of this exceptional city that is Lisbon. In everyone's best interest, we are naturally very committed to:

- a) Continue to actively collaborate in the **consolidation of a reference university**, at national and international level, that enhances the dynamics of its Schools and guarantees them working conditions and projection that they would not achieve alone;
- b) Provide the **internal visibility to the qualities and specificities of FMV**, ensuring adequate conditions for its operation, at desirable qualitative levels;
- c) Promote all forms of **collaboration with other ULisboa Schools**, taking advantage of the complementarity of areas of knowledge and activity, structures and equipment, either directly or indirectly through initiatives such as ULisboa Networks or Colleges.

FMV'S CONNECTION TO SOCIETY

FMV's status as a public institution not only is a reason for an enormous pride for everyone who works here, but also gives enormous responsibilities, described in its Mission. Its connection to Society, from which FMV emanates and to whose development it intends to contribute, is therefore essential for the pursuit of that Mission. In this sense, several actions should continue to be developed, such as:

- a) Consolidate and **improve the image of Teaching, Research and University Extension**;
- b) Increase **FMV's extramural visibility**, participating in forums in our areas of knowledge and intervention and finding new channels of communication; #
- c) Consolidate FMV's position in the country and in the world as an important **player** in the area of Veterinary Sciences;
- d) Provide a modern, coherent and diversified offer of **continuous training actions**, in accordance with the needs of Society, identified in particular with professional and scientific organizations but also with local civil structures;
- e) Develop **collaborations with institutions and companies of FMV's areas of activity**, in order to enhance resources and find synergies that improve efficiency, productivity and competitiveness;
- f) Consolidate the offer of **Services** that answer the needs of Society and strengthen its connection to FMV.

This Strategic Plan will be implemented through annual Activity Plans with temporal execution measures, in synchronous and coherent connection with the FMV System of Quality Assurance.

FMV, 20th October 2022