

University of Zagreb  
Faculty of Veterinary Medicine

**DEVELOPMENT STRATEGY OF THE FACULTY OF  
VETERINARY MEDICINE OF THE UNIVERSITY OF  
ZAGREB IN THE PERIOD 2023 - 2027**

Zagreb, July 2022

## CONTENTS

<b>LIST OF ABBREVIATIONS .....</b>	<b>2</b>
<b>FOREWORD .....</b>	<b>4</b>
<b>INTRODUCTION .....</b>	<b>5</b>
<b>MISSION, VISION .....</b>	<b>7</b>
<b>STRATEGIC FRAMEWORK .....</b>	<b>8</b>
<b>SWOT ANALYSIS OF THE CURRENT SITUATION .....</b>	<b>10</b>
<b>STRATEGIC AREAS AND GOALS .....</b>	<b>12</b>
<b>STRATEGIC DEVELOPMENT GOALS OF DEVELOPMENT OF THE VETERINARY FACULTY OF THE UNIVERSITY OF ZAGREB IN THE PERIOD 2023 - 2027 .....</b>	<b>14</b>
<b>EDUCATIONAL ACTIVITY .....</b>	<b>15</b>
<b>SCIENTIFIC ACTIVITY .....</b>	<b>27</b>
<b>FINANCIAL OPERATIONS.....</b>	<b>32</b>
<b>ADMINISTRATIVE, PROFESSIONAL AND HUMAN RESOURCES OPERATIONS .....</b>	<b>36</b>
<b>QUALITY SYSTEM.....</b>	<b>41</b>

## LIST OF ABBREVIATIONS

AMAC-VEF	<i>Almae Matris Alumni Croaticae-VEF</i>
AUF	<i>L'Agence Universitaire de la Francophonie</i>
ASHE	Agency for Science and Higher Education
CEEPUS	Central European Exchange Program for University Studies
EAEVE	The European Association of Establishments for Veterinary Education
ECTS	The European Credit Transfer and Accumulation System
ENIC-NARIC	ENIC: European Network of Information Centres in the European Region NARIC: National Academic Recognition Information Centres in the European Union
ERASMUS	European Community Action Scheme for the Mobility of University Students
FC	Faculty Council
HVK	Croatian Veterinary Chamber
ISVU	Higher Education Institutions Information System
IVSA Croatia	International Veterinary Students Association Croatia

MOZVAG	MOZVAG is an information system supporting evaluation procedures of study programmes and higher education institutions, implemented by the Agency for Science and Higher Education (ASHE). This system comprises data on higher education institutions, study programmes and conditions for their implementation (teachers, courses and other data) and data on external evaluations.
MSE	Ministry of Science and Education
NVZVOTR	National Council for Science, Higher Education and Technological Development
SportVEF	Sports association active at the Faculty of Veterinary Medicine
UVH	University Veterinary Hospital
SWOT	Strengths, Weaknesses, Opportunities and Threats
UNIZG	University of Zagreb
USVM	Association of Veterinary Medicine Students
VetCEE	Veterinary Continuous Education in Europe

## **FOREWORD**

In a globalised world where society, economy and culture undergo dynamic changes, being faced with the challenges posed by the new technologies, new generations as well as limited material resources, the Faculty of Veterinary Medicine of the University of Zagreb (the Faculty of Veterinary Medicine) has recognised education and science to be its development priorities. Education and science are the only factors that can create the Faculty's long-term social stability and economic progress and preserve its cultural identity. Each higher education institution anticipates its long-term development and must be ready to adapt, the Faculty of Veterinary Medicine included, and it is the responsibility of the state to develop and manage its education system in cooperation with the economy. The building of an innovative society and economy adaptable to unpredictable future challenges is an essential precondition to establishing a creative human knowledge capital. In modern societies, this type of capital is more advantageous than natural resources and routine work, and is even more advantageous than financial capital. In the last several years, the activities of the Faculty of Veterinary Medicine have contributed to its excellent positioning both nationally and internationally. The Faculty is thus perceived as the leading higher education institution in the field of veterinary medicine in this part of Europe. The keystone of the Faculty's strategy has been its collective spirit and dedication to the veterinary profession. The Faculty also aspires to achieve openness, i.e. openness towards acquiring and providing new knowledge, an open approach to society and an open science available to all. Knowledge has been extremely important in the projections of the strategic development of the Faculty. Life-long learning, which encourages individuals from all age groups to acquire knowledge through various forms of learning and to have continuous access to education, asserts itself as the cornerstone of education. Education, science and life-long learning represent a triangle of knowledge and provide society and the community with a framework for their efficient functioning. The Faculty of Veterinary Medicine is ready to ensure this through its vision and mission and through the implementation of its strategic goals. This document represents a strategic umbrella act of the Faculty of Veterinary Medicine of the University of Zagreb for the period from 2023 to 2027.

Dean

Prof Nenad Turk, PhD

## **INTRODUCTION**

The Faculty of Veterinary Medicine in Zagreb (VEFUNIZG) is a legal person with the status of a public institution, it is a constituent unit of the University of Zagreb, and it operates independently, respecting the principle of academic freedom, academic self-governance and autonomy. Besides being entered in the court register of the Commercial Court of Zagreb, the Faculty is also entered in the Register of Higher Education Institutions and the Register of Scientific Organisations.

VEFUNIZG is the only higher education institution in the Republic of Croatia that organises and delivers university study programmes and scientific and highly expert work in the scientific area of biomedicine and healthcare, in the field of veterinary medicine, as well as life-long learning programmes for doctors of veterinary medicine. It is one of the oldest faculties in the Republic of Croatia (established in 1919), and has a long tradition and developed criteria for excellence in teaching and research. As such, it is closely connected with the development of the veterinary profession in Croatia.

Besides education, which is the basic activity and purpose of VEFUNIZG, the Faculty also carries out numerous scientific, research and professional activities relating to veterinary public healthcare and environmental protection, clinic and field diagnostics, treatment and prevention of animal diseases and zoonoses, supervision and professional expertise in veterinary medicine, i.e. animal husbandry, research and production of medicines intended for the protection of animal health, design and organisation of livestock production, hygiene and technology in the production of food of animal origin. Through its activities, the Faculty builds bridges between science and society and provides a specialised animal care within its University Veterinary Hospital.

In its work, the Faculty fosters a culture of equal opportunities for its students, employees and alumni, trying to ensure a challenging and inspirational environment and provide development support.

The main guideposts for the development of the Faculty in the strategic period 2023 - 2027 are to act in line with its mission and vision in achieving the Faculty's strategic goals, which should be reflected in the satisfaction of students, teachers, researchers and other

employees and external associates, and to be even more engaged in the development of a quality culture by encouraging excellence in research and professional work, learning and teaching. In parallel, it is necessary to continue the multi-disciplinary cooperation within the University of Zagreb, other universities in the Republic of Croatia and national and international partners, as well as alignment with other higher education institutions in veterinary medicine, especially study programmes internalisation, maintaining at the same time the Faculty's own specific features that arise from the needs of the veterinary profession in the Republic of Croatia.

Pursuant to Article 31 of the Statute of the Faculty of Veterinary Medicine of the University of Zagreb, the Faculty's Dean Prof Nenad Turk, PhD, on 6 June 2022, adopted the Decision on appointing the Committee for Compiling the *Development Strategy of the Faculty of Veterinary Medicine of the University of Zagreb for the period 2023 - 2027*. The following members of the Faculty's management team for the period 2019 - 2022 and 2022 - 2025 were appointed as members of the Committee for Compiling the *Development Strategy of the Faculty of Veterinary Medicine of the University of Zagreb for the period 2023 - 2027*:

1. Prof Ljubo Barbić, PhD
2. Prof Juraj Grizelj, PhD
3. Prof Andrea Gudan Kurilj, PhD
4. Prof Marko Samardžija, PhD
5. Prof Ksenija Vlahović, PhD
6. Prof Ivana Tlak Gajger, PhD
7. Prof Nenad Turk, PhD
8. Assoc Prof Gordana Gregurić Gračner, PhD
9. Assoc Prof Nino Maćešić, PhD
10. Assoc Prof Danijela Horvatek Tomić, PhD
11. Assoc Prof Dean Konjević, PhD
12. Asst Prof Hrvoje Capak, PhD
13. Asst Prof Marko Pećin, PhD

## **MISSION, VISION**

### **Mission**

The mission of the VEFUNIZG, as the only scientific-educational institution in the Republic of Croatia in the area of educating doctors of veterinary medicine, is excellence in the education of doctors of veterinary medicine, scientific research, professional work, life-long learning and inter-institutional and international cooperation.

### **Vision**

The vision of the VEFUNIZG is to become an exemplary comprehensive teaching and research centre of high 21<sup>st</sup> century standards. The Faculty's work will be based on a continuous improvement of its scientific, teaching and professional work, respecting the highest ethical standards, and on a cooperation-ready and innovative environment.



## STRATEGIC FRAMEWORK

International and national documents, on which the compilation of the Development Strategy of the Faculty of Veterinary Medicine of the University of Zagreb for the period 2023 - 2027 is founded, are listed below:

[Europe 2020 targets: statistical information and indicators for Croatia](#)

[Paris Communiqué \(EHEA, 2018\)](#)

[Standards and Guidelines for Quality Assurance in the European Higher Education Area \(ESG\) \(2015\)](#)

[Horizon Europe \(2021 - 2027\)](#)

[The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers \(EC, 2005\)](#)

[Improving knowledge transfer between research institutions and industry across Europe: embracing open innovation \(EC, 2007\)](#)

[Strategy for Education, Science and Technology \(Official Gazette of the Republic of Croatia 124/2014\)](#)

[Act on Scientific Activity and Higher Education \(Official Gazette of the Republic of Croatia 123/2003\)](#)

[Act on Quality Assurance in Science and Higher Education \(Official Gazette of the Republic of Croatia 45/2009\)](#)

[Croatian Qualifications Framework Act \(Official Gazette of the Republic of Croatia 22/2013\)](#)

[Regulations on Requirements for Issuing Licence for Scientific Activity, Conditions for Re-accreditation of Scientific Organisations and Content of Licence \(Official Gazette of the Republic of Croatia 83/2010\)](#)

[Regulations on the Content of Licence and Requirements for Issuing Licence for Performing Higher Education Activity, Carrying Out a Study Programme and Re-accreditation of Higher Education Institutions \(Official Gazette of the Republic of Croatia 24/2010\)](#)

[Network of Higher Education Institutions and Study Programmes in the Republic of Croatia \(National Centre for External Evaluation of Education - NVVO, 2011\)](#)

[Act on the Recognition and Assessment of Foreign Educational Qualifications \(Official Gazette of the Republic of Croatia 69/2022\)](#)

[Standards for the Evaluation of Quality of Universities and University Constituents in the Procedure of Re-accreditation of Higher Education Institutions \(ASHE, 2018\)](#)

[Principles and Criteria for Re-accreditation of Postgraduate University Study Programmes in the Republic of Croatia \(ASHE, 2015\)](#)

[Criteria for external independent periodical assessment \(audit\) of quality assurance system in higher education institutions \(ASHE, 2017\)](#)

[Procedure and Criteria of Scientific Quality Evaluation for the Purpose of Establishing Centres of Scientific Excellence in the Republic of Croatia \(ASHE, 2013\)](#)

[Action Plan for Science \(MSE, 2020\)](#)

[New Colours of Knowledge - Strategy of Education, Science and Technology \(MSE, 2015\)](#)

[Development Plan for Scientific-Research Infrastructure in the Republic of Croatia \(Ministry of Science, Education and Sports - MZOS, 2016\)](#)

[University of Zagreb's strategies \(UNIZG, 2014\)](#)

[Strategy of Research, Technology Transfer and Innovations of the University of Zagreb \(UNIZG, 2014\)](#)

[Quality Assurance Manual of the University of Zagreb \(UNIZG, 2012\)](#)

[Development Strategy of the Faculty of Veterinary Medicine of the University of Zagreb in the Period 2018 - 2022 \(VEFUNIZG\)](#)

[Regulations on the Quality Assurance System at the Faculty of Veterinary Medicine \(VEFUNIZG, 2019\)](#)

[Quality Assurance Manual of the Faculty of Veterinary Medicine \(VEFUNIZG, 2014\)](#)

[Report on the visit to the Faculty of Veterinary Medicine \(EAEVE, 2013, 2015, 2021\)](#)

[https://www.eaeve.org/fileadmin/downloads/Final\\_Reports/FinalReportZagreb2013.pdf](https://www.eaeve.org/fileadmin/downloads/Final_Reports/FinalReportZagreb2013.pdf)

[https://www.eaeve.org/fileadmin/downloads/Final\\_Reports/FinalReportZagrebRV2015.pdf](https://www.eaeve.org/fileadmin/downloads/Final_Reports/FinalReportZagrebRV2015.pdf)

[https://www.eaeve.org/fileadmin/downloads/Final\\_Reports/FinalReportZagrebQA2021.pdf](https://www.eaeve.org/fileadmin/downloads/Final_Reports/FinalReportZagrebQA2021.pdf)

Any other laws and legislation relating to the Faculty's area of work.

## SWOT ANALYSIS OF THE CURRENT SITUATION

The credibility of the premises set out in this document as well as the likelihood of meeting the strategic goals cannot be assessed without an insight into the current situation at the national, regional and wider international level. The SWOT analysis (analysis of strengths, weaknesses, opportunities and threats) states the most important advantages and disadvantages of the VEFUNIZG in the environment of the academic community of the University of Zagreb at the current moment.

### STRENGTHS

- Only establishment for veterinary (DVM, MSc, PhD) education in Croatia
- Management that encourages the development and improvement of the QA system in all areas of activity
- Teaching staff with an internationally recognisable position in their scientific and professional fields
- Favourable ratio of the number of teachers to students
- Student-oriented teaching programme, aligned with the principles and standards of international veterinary education
- Well-balanced ratio of practical teaching at the VTH and an extramural part of the core curriculum
- Developed support models for professional orientation (Office for Students Affairs, Office for Career Development, Academic and Psychological Counselling)
- High quality doctoral study programme (PhD)
- Accessibility of VTH services 24/7 as referral or initial consultation centre (open to the public)
- Favourable geographical position in the region
- Numerous outgoing and incoming students and employee mobility
- Internationalisation of studies with a programme offered in English, with CPDs offered in English
- Increasing number of European Board of Veterinary Specialisation (EBVS®) Diplomates

## **WEAKNESS**

- High maintenance costs of buildings categorised as architectural heritage and quite damaged by two earthquakes in 2020
- FVMUZ location in the city centre of the capital, which poses certain difficulties considering the transport and keeping of large animals, especially pigs
- Rigorous conditions under national regulations for selection to scientific, scientific-educational and educational titles due to financial opportunities
- Unbalanced ratio of laboratory workers and technicians to academic staff
- Teaching staff overall underpaid compared to EU
- High cost of IT equipment and software

## **OPORTUNITIES**

- Reputation of FVMUZ as an institution with more than a century of tradition in higher education and scientific research
- Good cooperation with external institutions and stakeholders
- Connection of different scientific areas and initiation of interdisciplinary projects with other faculties, universities and scientific institutions
- Increased number of applications for projects financed by the EU and the possibility of using its structural funds
- The advantage of the regional position related to internalisation and study in English
- Activation of the FVMUZ alumni association (AMAC-VEF) aiming to connect with the FVMUZ alumnus who have achieved international recognition abroad
- Noticeable connections with local, national and international business entities and possibility to strength partnerships with the public and private sector
- Long-term education of employees through various workshops, seminars and courses to raise the level of quality in all areas and processes conducted at UNIZG and MSE
- Systematic strengthening of the internal quality assurance system to better support external assessments

## THREATS

- High competitiveness in the field of biomedical research for obtaining research projects, in Croatia and the EU
- Public financing with a potentially reduced flow of funds for science from the state budget
- The outflow of experts due constant hiring by multinational companies
- Frequent earthquakes in the vicinity of Zagreb, which two major earthquakes in Zagreb in 2020
- Economic and energy crisis as a result of the war uncertainty in Europe
- Further reducing of the basic (state) funding due inflation

## STRATEGIC AREAS AND GOALS

This strategic plan is based on the development of several basic areas of strategic planning:

1. EDUCATIONAL ACTIVITY
2. SCIENTIFIC ACTIVITY
3. FINANCIAL OPERATIONS
4. ADMINISTRATIVE, PROFESSIONAL AND HUMAN RESOURCES OPERATIONS
5. QUALITY SYSTEM

### Strategic goals:

- Modernise study programmes in line with national and international educational, economic and social standards
- Establish a creative, innovative and motivating environment for learning and teaching with student-centered teaching process
- Improve teachers' pedagogic competences
- Improve the teaching quality and the achievement of learning outcomes by establishing an appropriate level of digital technologies and artificial intelligence
- Intensify scientific and research activity at the national and international level

- Increase the VEFUNIZG's recognition in the European Research Area
- Increase the VEFUNIZG's budget with the emphasis on increasing VEFUNIZG's own financial resources in the total funds
- Continuously allocate resources from national and international funds to resources renewal (infrastructure and equipment), as well as to teacher and student activities
- Rationalise the costs of maintenance of the VEFUNIZG's campus
- Rationalise and improve the VEFUNIZG's human and material resources
- Increase the VEFUNIZG's visibility
- Encourage the development and availability of open scientific and educational resources with digital transformation of operations and teaching processes
- Improve the quality assurance system and include external stakeholders in the VEFUNIZG's quality assurance
- Ensure the availability of information about important aspects of the VEFUNIZG's activities, while understanding the development of its social role
- Achieve competitiveness and recognition of the VEFUNIZG as a stakeholder in the European Higher Education Area, its relevance as a partner in the development of the economy and society and create preconditions to successfully meet the criteria of external evaluations

**STRATEGIC DEVELOPMENT GOALS OF DEVELOPMENT OF THE VETERINARY FACULTY OF THE UNIVERSITY  
OF ZAGREB IN THE PERIOD 2023 - 2027**

## EDUCATIONAL ACTIVITY

### Strategic goals:

**Goal 1: Modernise study programmes in line with national and international educational, economic and social standards (ESG 1.2 and ESG 1.9)**

**Goal 2: Establish a creative, innovative and motivating environment for learning and teaching with a student-centred teaching process (ESG 1.3 and ESG 1.4)**

**Goal 3: Improve teachers' pedagogic competences (ESG 1.5)**

**Goal 4: Improve the teaching quality and the achievement of learning outcomes by establishing an appropriate level of digital technologies and artificial intelligence (DT&AI) (ESG 1.6)**

<b>Goal 1: Modernise study programmes in line with national and international educational, economic and social standards (ESG 1.2. and ESG 1.9)</b>				
ACTIVITY	IMPLEMENTATION TIME	RESPONSIBILITY FOR PROPOSAL/DEVELOPMENT	RESPONSIBILITY FOR PROPOSAL/ADOPTION	SUCCESS INDICATOR
<b>A 1.1</b> Alignment of general goals of all newly proposed study programmes with the VEFUNIZG's mission and vision and national and international legislation	Before the procedure of approving study programmes	VEFUNIZG's Administration; Committee for Integrated Undergraduate and Graduate Study; Quality Management Committee; Specialist Studies Council; Doctoral Studies Council; FC	FC; UNIZG; NVZVOTR; MSE; ASHE, EAEVE, VetCEE	The list of general goals of new study programmes adopted and the analysis of justification for delivering new study programmes carried out; Study Programme Proposal in the Register of Study Programmes
<b>A 1.2</b> Encouraging the establishment of joint post-	Until 2027	Specialist Studies Council; Doctoral Studies Council; the Faculty (or several faculties);	FC; UNIZG; NVZVOTR; MSE; ASHE	Study Programme Proposal in the Register of Study Programmes



graduate study programmes (joint study programmes) with foreign higher education institutions based on signed cooperation agreements		Entity proposing the study programme (joint study programmes)		
<b>A 1.3</b> Acknowledge the recommendations of professional associations carrying out accreditation or re-accreditation of the VEFUNIZG, with a special emphasis on regulated profession (in accordance with the EU's list of courses and the recommended DOCs - Day One Competencies)	Before the procedure of approving study programmes/revisions of study programmes	VEFUNIZG's Administration; Committee for Integrated Undergraduate and Graduate Study; Specialist Studies Council; Doctoral Studies Council; FC	FC; UNIZG; NVZVOTR; MSE; ASHE; EAEVE	Proof about the analysis and implementation of the recommendations from professional associations; Evaluation of employers about the competences of graduate students and their degree of readiness for work (employer surveys)
<b>A 1.4</b> Additional improvement of learning and acquisition of skills through student practice and the implementation of student practice in a systematic and responsible manner	Continuously, with further improvement	VEFUNIZG's Administration; Committee for Integrated Undergraduate and Graduate Study; Student Affairs Office for Integrated Undergraduate and Graduate Study; Course leaders; Heads of professional practice; Head of Out-Patient Clinic; Employers; FC	FC; Secretary; Dean; Heads of professional practice	Agreements with employers; Regulations on Professional Practice; Professional Practice Diary; Out-Patient Clinic Diary; Tools for digital management of professional practice; Compiling various overviews, tabulations, websites and similar; Procedure of checking the achievement of the foreseen learning outcomes connected with student practice;

				Education of professional mentors implemented
<p><b>A 1.5</b> Education of experts who are competitive at both national and international labour market; Issuance of the respective documents upon graduation (diploma and diploma supplement); Informing students upon their graduation about the possibilities to continue studies or find employment</p>	Continuously	VEFUNIZG's Administration; Student Affairs Office for Undergraduate and Graduate Study; Office for Students; Office for Career Development and Academic and Psychological Counselling	FC; Office for Students; Office for Career Development and Academic and Psychological Counselling	Study completion and employability of graduated students; Awarded diplomas and diploma supplements in one academic year; Workshops; Career Day; Brochures; seminars; online material; courses
<p><b>A 1.6</b> Encouraging entrepreneurial inclinations and developing entrepreneurial competition of students with the aim of their easier employment and self-employment</p>	Continuously	VEFUNIZG's Administration; Office for Students; Office for Career Development, Academic and Psychological Counselling	VEFUNIZG's Administration; Office for Students; Office for Career Development, Academic and Psychological Counselling	Workshops; Brochures
<p><b>A 1.7</b> Implementing the procedure of recognising foreign higher education qualifications and periods of studying abroad</p>	If necessary, upon the recognition of foreign qualifications and periods of studying abroad by the UNIZG	Vice-Dean for Integrated Study and Students; Vice-Dean for Veterinary Studies in English and Life-Long Learning; Cooperation with UNIZG's Office for Academic Recognition of Foreign Higher Qualifications and the National ENIC/NARIC Office of ASHE	Vice-Dean for Integrated Study and Students; Vice-Dean for Veterinary Studies in English and Life-Long Learning; Course leaders; Student Affairs Office for Integrated Undergraduate and Graduate Study	Recognised foreign qualifications and periods of studying abroad

<b>Goal 2: Establish a creative, innovative and motivating environment for learning and teaching with a student-centred teaching process (ESG 1.3 and ESG 1.4)</b>				
<b>ACTIVITY</b>	<b>IMPLEMENTATION TIME</b>	<b>RESPONSIBILITY FOR PROPOSAL/DEVELOPMENT</b>	<b>RESPONSIBILITY FOR PROPOSAL/ADOPTION</b>	<b>SUCCESS INDICATOR</b>
<b>A 2.1</b> Student-centred teaching including the introduction of modern teaching methods and techniques in the sense of interactive learning, with the implementation of the principle ' <i>student in the centre of the teaching process</i> '	Continuously, with further improvements	Committee for Integrated Undergraduate and Graduate Study; Vice-Dean for Integrated Study and Students; Vice-Dean for Veterinary Studies in English and Life-Long Learning; Course leaders; Teachers	Vice-Dean for Integrated Study and Students; Vice-Dean for Veterinary Studies in English and Life-Long Learning	Analysis of aligned student-centred teaching, stimulated teaching atmosphere ensured; Graduated students who are satisfied with the quality and organisation of teaching (university exit survey results)
<b>A 2.2</b> Encouraging student interest in research, professional and scientific work, while teaching students about the state-of-the-art procedures for bibliographic data searching and accessing data bases and resources for learning	During teaching, during the writing of Master's Theses, in extracurricular activities, during the Student Activities Day	Project managers; Mentors; Teachers	Vice-Dean for Integrated Study and Students; Vice-Dean for Science, Postgraduate Studies and International Cooperation; Vice-Dean for Veterinary Studies in English and Life-Long Learning	VEFUNIZG's website with the following proposed topic headlines: Master's Theses; Papers for Rector's Award and other student papers; Writing of Master's Theses, publication of papers together with students, volunteering and student assistants; Life-Long learning programmes; Webinars, workshops, life-long learning trainings and similar

<p><b>A 2.3</b> Further development and expansion of the concept of skills laboratory (<i>Clinic Skills Laboratory</i>), in which students learn specific practical skills in a safe environment before working on live animals; Permanently providing a sufficient number and diversity of healthy and sick animals, of animal carcasses and animal material appropriate to practical training</p>	<p>Continuously, with further improvements</p>	<p>VEFUNIZG's Administration; Head of University Veterinary Clinic (UVH); Heads of departments/clinics; Course leaders</p>	<p>VEFUNIZG's Administration in cooperation with the Head of the University Veterinary Hospital (UVH); Heads of departments/clinics; Course leaders</p>	<p>Attendance list; Schedules; Material; Brochures; Contracts with relevant institutions; Records</p>
<p><b>A 2.4</b> Criteria, rules and procedures for evaluating student learning outcomes should be applied consistently, should be published and students must be familiar with them</p>	<p>At the beginning of the academic year; At all exams and during continuous evaluation</p>	<p>Course leaders; Teachers</p>	<p>Vice-Dean for Integrated Study and Students; Course leaders; Vice-Dean for Veterinary Studies in English and Life-Long Learning</p>	<p>Publicly announced criteria, rules and procedures for evaluating student learning outcomes</p>
<p><b>A 2.5</b> Increasing the success of studying in all years of study; Improvement of the system of awarding the best students</p>	<p>Continuously, with further improvements</p>	<p>Vice-Dean for Integrated Study and Students; Vice-Dean for Veterinary Studies in English and Life-Long Learning; Vice-Dean for Quality Control; Course leaders; Teachers; Student Affairs Office for Integrated Undergraduate and Graduate Study; Mentors for</p>	<p>Vice-Dean for Integrated Study and Students; Vice-Dean for Veterinary Studies in English and Life-Long Learning; Vice-Dean for Quality Control; Committee for Integrated Undergraduate and Graduate Study; Heads of departments/clinics; Course leaders; Teachers;</p>	<p>The number of students who gained 55 ECTS credits; The number of awarded students</p>

		Master's Theses/expert committees	Student Affairs Office for Integrated Undergraduate and Graduate Study	
<b>A 2.6</b> Encouraging students to learn and take responsibility for their work and progress and raising the awareness about the need of acting ethically in the academic community	Continuously	Office for Students; Office for Career Development, Academic and Psychological Counselling	Office for Students; Office for Career Development, Academic and Psychological Counselling	The number of students included in the programmes for the development of skills needed for successful learning; Workshops, material, brochures, instructions and other
<b>A 2.7</b> Providing support to students to overcome the difficulties that occurred during the COVID-19 pandemic, earthquake and other crisis situations	Continuously	Office for Students; Office for Career Development, Academic and Psychological Counselling	Office for Students; Office for Career Development, Academic and Psychological Counselling	Organised workshops; Sporting events; Various manifestations (Science Festival, Open Day, Students Day); Work in the sections of USVM - Association of Veterinary Medicine Students (IVSA Croatia, Veterinary Debate Club and SportVEF), The Vet Society (association of veterinary medicine students in English)

<p><b>A 2.8</b> Continuously supporting the successful studying of students from under-represented and vulnerable groups and students with disabilities</p>	<p>Continuously</p>	<p>VEFUNIZG's Administration; UNIZG's Office for Students with Disabilities</p>	<p>VEFUNIZG's Administration; Vice-Dean for Integrated Study and Students</p>	<p>Financial support to underprivileged students and to students with disabilities (adjustment of payment, scholarships or similar); Letter to course leaders about the recommendations to adjust the teaching process and taking exams</p>
<p><b>A 2.9</b> Relevant sources for learning available to all: e-books, e-periodicals and relevant digital technology; Improving the entire virtual VEFUNIZG's environment for learning and teaching</p>	<p>Continuously, During teaching delivery</p>	<p>Vice-Dean for Integrated Study and Students; Vice-Dean for Veterinary Studies in English and Life-Long Learning; Library board; Course leaders; Head of IT Section; Teachers and teaching associates</p>	<p>Committee for Integrated Undergraduate and Graduate Study; Quality Management Committee; FC; Vice-Dean for Integrated Study and Students; Vice-Dean for Veterinary Studies in English and Life-Long Learning; Course leaders; Teachers</p>	<p>Positive results of the analysis of adequacy and availability of the sources for learning, including student survey; Availability of all courses in the approved virtual space for e-learning; Open accesses to digital learning and virtual exchange and innovation in education, technology, enabling teachers and students to access various content</p>
<p><b>A 2.10</b> Developing the current and establishment of new life-long learning programmes</p>	<p>Continuously, with further improvements</p>	<p>Vice-Dean for Veterinary Studies in English and Life-Long Learning; Respective committee of the Dean; Teachers</p>	<p>FC</p>	<p>The number of life-long learning programmes outside of the scope of the study programmes (brief courses, summer schools, short education cycles, etc.)</p>

<p><b>A 2.11</b> Appointing teachers to the position of heads of the year and mentors to the students of the first year of study; Encouraging and coordinating extracurricular activities at the VEFUNIZG with the aim of developing additional competencies; Further strengthening of activities related to including students in cultural, sporting and social activities</p>	Continuously, with further improvements	Vice-Dean for Integrated Study and Students; Vice-Dean for Veterinary Studies in English and Life-Long Learning; Committee for Integrated Undergraduate and Graduate Study; Head of activities (a person appointed to a scientific-teaching title) employed at the UNIGZ; Office for Students; Office for Career Development, Academic and Psychological Counselling and the UNIZG's offices	VEFUNIZG's Administration; Office for Students; Office for Career Development, Academic and Psychological Counselling and the UNIZG's offices	Counselling of students enabled (counselling on studying); Extracurricular activities and programmes with incentives for student participation realised (organisation and active participation); ECTS credits awarded for extracurricular activities; Increased student satisfaction with the support that they received during their studying (student exit survey)
<p><b>A 2.12</b> Encouraging students to contribute more actively and participate in the work of various VEFUNIZG's bodies and their decision-making processes; Encouraging the strengthening of the position of students in the University's bodies; Providing support to the Students' Council; Encouraging the work and development of other student associations and student projects</p>	Continuously	VEFUNIZG's Administration	VEFUNIZG's Administration	President of the Students' Council appointed as a member of the expanded Dean's Collegium; Student Counsellor to the Dean (better flow of information of importance to students)

<p><b>A 2.13</b> Encouraging the introduction of up to 20% of online teaching in the courses taught within the study programme (with the emphasis on elective courses) and a further strengthening of the vertical and horizontal integration of courses</p>	<p>During regular modernisation of the study programme</p>	<p>Vice-Dean for Integrated Study and Students; Vice-Dean for Veterinary Studies in English and Life-Long Learning; Committee for Integrated Undergraduate and Graduate Studies; Courses leaders</p>	<p>FC</p>	<p>The number of courses per study programme with the use of e-learning; Harmonised curriculum of both study programmes</p>
<p><b>A 2.14</b> Analysing the first cycle of the graduated students of veterinary medicine in English and adjusting the admission requirements according to the results of the analysis</p>	<p>Continuously</p>	<p>Vice-Dean for Veterinary Studies in English and Life-Long Learning; Vice-Dean for Quality Control; Student Affairs Office for Integrated Undergraduate and Graduate Study</p>	<p>FC</p>	<p>The number of foreign students who study at the VEFUNIZG in full; Classification procedure introduced</p>
<p><b>A 2.15</b> Offering support to students who attempt to attend a part of their study abroad, especially in the application for the programme and its realisation, as well as in the recognition of the ECTS credits acquired at another higher education institution; Maintaining the current position with respect to international mobilities</p>	<p>Continuously</p>	<p>Office for International Cooperation; Vice-Dean for Science, Postgraduate Studies and International Cooperation</p>	<p>Coordinators of international cooperation programmes</p>	<p>Published calls and invitations for applications; Records with respect to domestic students who had the opportunity to spend a part of their study abroad, and records with respect to the recognition of the ECTS credits, i.e. knowledge and competencies acquired abroad;</p>



(CEEPUS; ERASMUS+, AUF and other programmes and scholarships)				The number of outgoing/incoming mobilities in an academic year
<b>A 2.16</b> Aligning admission quotas and admission criteria for the first year of study	Continuously, at least seven months prior to the commencement of the academic year for which admission is planned	Vice-Dean for Integrated Study and Students; Vice-Dean for Veterinary Studies in English and Life-Long Learning; Committee for Integrated Undergraduate and Graduate Study; FC, based on the set criteria; UNIZG; HVK	FC; UNIZG's Senate based on the proposal of the Rector's Collegium	Decision of the FC and the Senate on admission criteria and admission quotas; Clear admission criteria published on the VEFUNIZG's website, on the <i>Postani student</i> (Become a Student) website, on the UNIZG's website and in the public media
<b>A 2.17</b> Improving of the documents for progress through the years of study	Before the commencement of the academic year	Vice-Dean for Integrated Study and Students; Vice-Dean for Veterinary Studies in English and Life-Long Learning	Vice-Dean for Integrated Study and Students; Vice-Dean for Veterinary Study in English and Life-Long Learning	Curriculum implementation plan; Information package; Study guide on the updated VEFUNIZG's website; Filled-out (publicly available) ISVU data base

### Goal 3: Improve teachers' pedagogic competences (ESG 1.5)

ACTIVITY	IMPLEMENTATION TIME	RESPONSIBILITY FOR PROPOSAL/DEVELOPMENT	RESPONSIBILITY FOR PROPOSAL/ADOPTION	SUCCESS INDICATOR
----------	---------------------	---	--------------------------------------	-------------------

<b>A 3.1</b> Improving the quality of teachers' competencies (pedagogic, didactic, methodical and digital) through obligatory training to boost the professional development of all teachers	Continuously/in line with annual plan	Committee for Integrated Undergraduate and Graduate Study; Quality Management Committee; Office for Career Development, Academic and Psychological Counselling; IT Section	VEFUNIZG's Administration	Proof about the implementation of the planned training
<b>A 3.2</b> Strengthening the strategic partnership in teaching and enabling the exchange of teachers and professional staff through the exchange programmes in teaching	Continuously	VEFUNIZG's Administration	VEFUNIZG's Administration; FC	Teachers and professional staff underwent exchange programmes in teaching
<b>A 3.3</b> Increasing the teaching capacities by including in the education process experts (expert mentors) who are not part of the existing academic community	Continuously	VEFUNIZG's Administration	VEFUNIZG's Administration; FC	Expert mentors included - workshops, material; (based on already signed cooperation agreements)

**Goal 4: Improve the teaching quality and the achievement of learning outcomes by establishing an appropriate level of digital technologies and artificial intelligence (DT&AI) (ESG 1.6)**

ACTIVITY	IMPLEMENTATION TIME	RESPONSIBILITY FOR PROPOSAL/DEVELOPMENT	RESPONSIBILITY FOR PROPOSAL/ADOPTION	SUCCESS INDICATOR
----------	---------------------	---	--------------------------------------	-------------------

<p><b>A 4.1</b> Increase the availability of digital technologies in the courses at all levels of study and life-long learning, and increase in the use of artificial intelligence in education and in the veterinary practice (DT&amp;AI)</p>	Continuously	Heads of departments/clinics; Course leaders	Dean; Vice-Dean for Integrated Study and Students; Vice-Dean for Veterinary Study in English and Life-Long Learning	Open access to digital material at all veterinary education levels
<p><b>A 4.2</b> Strategic planning of modernising, renewal and digitalisation of teaching resources (lecture rooms, rooms for practicals, laboratories) by compiling priority lists at the level of the Faculty, divisions and departments</p>	Continuously	Heads of divisions; Heads of departments/clinics; Head of the UVH	VEFUNIZG's Administration; Vice-Dean for Integrated Study and Students; Vice-Dean for Finances and Investments; Heads of departments/clinics; Heads of organisational units	Annual procurement plan

## SCIENTIFIC ACTIVITY

### Strategic goals:

**Goal 5: Intensify scientific and research activity at the national and international level**

**Goal 6: Increase the VEFUNIZG's recognition in the European Research Area**

Goal 5: Intensify scientific and research activity at the national and international level				
ACTIVITY	IMPLEMENTATION TIME	RESPONSIBILITY FOR PROPOSAL/DEVELOPMENT	RESPONSIBILITY FOR PROPOSAL/ADOPTION	SUCCESS INDICATOR
<b>A 5.1</b> Compile a STRATEGIC PROGRAMME of the scientific research at the VEFUNIZG	During 2023	VEFUNIZG's Administration; Committee for the Compilation of Scientific Development Strategy of the VEFUNIZG; Division councils	FC	Strategic Programme adopted at FC's session
<b>A 5.2</b> Increase investments in science from own resources	Until 2027	VEFUNIZG's Administration	Dean; FC	Establishment of the Researchers' Support Fund
<b>A 5.3</b> Increase the number of high quality scientific papers	Continuously	Vice-Dean for Science, Postgraduate Studies and International Cooperation; Teachers	Vice-Dean for Science, Postgraduate Studies and International Cooperation	The number of papers published in Q1 and Q2
<b>A 5.4</b> Encouraging applications for scientific research projects	Continuously	Projects Committee; EU Projects Office; Scientists	Dean	The number of applications for scientific research projects

<b>A 5.5</b> Organising internal workshops about calls for applications, applications and project management	Continuously	Projects Committee; EU Projects Office	VEFUNIZG's Administration	Report about the workshops held
<b>A 5.6</b> Increasing the significance of the recognition of scientific production	Once a year	Vice-Dean for Science, Postgraduate Studies and International Cooperation	Vice-Dean for Science, Postgraduate Studies and International Cooperation	Increased citation of the published papers at the VEFUNIZG's level
<b>A 5.7</b> Increase in the development of scientific research competencies of young researchers (teaching assistants, postdoctoral researchers)	Continuously	VEFUNIZG's Administration; Projects Committee; Quality Management Committee	Dean; Projects Committee; Quality Management Committee	Ensured funds and resources for institutional support of the scientific research lead by young researchers
<b>A 5.8</b> Foster excellence and productiveness of researchers (stimulate research environment)	Once a year	Heads of departments/clinics; Dean; Awards Committee	Dean; FC	Annual awards to scientists in accordance with the VEFUNIZG's Regulations on Awards and Recognitions
<b>A 5.9</b> Foster the inclusion of students of all study levels in the scientific and research work	Continuously	Vice-Dean for Integrated Study and Students; Vice-Dean for Veterinary Studies in English and Life-Long Learning; Vice-Dean for Science, Postgraduate Studies and International Cooperation;	Vice-Dean for Integrated Study and Students; Vice-Dean for Veterinary Studies in English and Life-Long Learning; Vice-Dean for Science, Postgraduate Studies and International Cooperation	The number of papers published with students, the number of papers presented at scientific and professional gatherings and the number of defended Master's Theses written within projects

		Teachers		
<b>A 5.10</b> Evaluation of mentors, doctoral students and postdoctoral researchers	Once a year	Mentor; Doctoral student/postdoctoral researcher; Doctoral Studies Council; Quality Management Committee	Vice-Dean for Science, Postgraduate Studies and International Cooperation; FC	Annual reports on the work of mentors, doctoral students/postdoctoral researchers. Online surveys
<b>A 5.11</b> Encouraging the networking of the VEFUNIZG's researchers with other researchers and research teams of other constituent units of the University of Zagreb and other universities	Continuously	Vice-Dean for Science, Postgraduate Studies and International Cooperation; Project managers; Researchers; EU Projects Office	Dean; FC	The number of projects, papers, dissertations in cooperation with university institutions and other institutions
<b>A 5.12</b> Informing the public about the possibility to study interdisciplinary specialist studies and the doctoral study and providing support to students during application and realisation of the study programme	Continuously	Vice-Dean for Science, Postgraduate Studies and International Cooperation; Vice-Dean for Veterinary Study in English and Life-Long Learning; Specialist Studies Council; Doctoral Studies Council; IT Section	Dean; Specialist Studies Council; Doctoral Studies Council; FC	Annual reports on the number of students

<p><b>A 5.13</b> Continuation of internationalisation of the postgraduate education</p>	<p>Until 2027</p>	<p>VEFUNIZG's Administration; Specialist Studies Council; Doctoral Studies Council</p>	<p>FC; Working groups for study programmes; the UNIZG's Quality Board; the UNIZG's Council for Biomedical Area; the ASHE and the MSE</p>	<p>Ongoing /Implemented/Not implemented</p>
---	-------------------	--	--	---

<b>Goal 6: Increase the VEFUNIZG's recognition in the European Research Area</b>				
<b>ACTIVITY</b>	<b>IMPLEMENTATION TIME</b>	<b>RESPONSIBILITY FOR PROPOSAL/DEVELOPMENT</b>	<b>RESPONSIBILITY FOR PROPOSAL/ADOPTION</b>	<b>SUCCESS INDICATOR</b>
<b>A 6.1</b> Fostering the activity of members and their participation in international veterinary medicine organisations	Continuously	Dean; Vice-Dean for Science, Postgraduate Studies and International Cooperation; Councils; Office for International Cooperation	Dean; FC	Signed cooperation agreements with foreign faculties of veterinary medicine; Institutional and individual participation in international veterinary associations in periodic external evaluation; Memberships in international organisations
<b>A 6.2</b> Encouraging the two-way mobility of scientific research staff and students of postgraduate studies	Continuously	Vice-Dean for Science, Postgraduate Studies and International Cooperation; Coordinators of international programmes; Office for International Cooperation	Dean; Coordinators of international programmes; Office for International Cooperation	Report on the realised projects and implemented activities
<b>A 6.3</b> Establishing of the Fund for the Financing of the Outgoing Mobility of Researchers	Until 2027	VEFUNIZG's Administration	Vice-Dean for Science, Postgraduate Studies and International Cooperation; FC	Fund for the Financing of the Outgoing Mobility of Researchers established



## FINANCIAL OPERATIONS

### *Strategic goals:*

**Goal 7: Increase the VEFUNIZG's budget with the emphasis on increasing the VEFUNIZG's own financial resources in the total funds**

**Goal 8: Continuously allocate resources from national and international funds to resources renewal (infrastructure and equipment), as well as to teacher and student activities**

**Goal 9: Rationalise the costs of maintenance for the VEFUNIZG's campus**

<b>Goal 7: Increase the VEFUNIZG's budget with the emphasis on increasing the VEFUNIZG's own financial resources in the total funds</b>				
ACTIVITY	IMPLEMENTATION TIME	RESPONSIBILITY FOR PROPOSAL/DEVELOPMENT	RESPONSIBILITY FOR PROPOSAL/ADOPTION	SUCCESS INDICATOR
<b>A 7.1</b> Developing and improving the veterinary study in English	Continuously	Vice-Dean for Veterinary Studies in English and Life-Long Learning	Vice-Dean for Veterinary Studies in English and Life-Long Learning	The number of admitted and graduated students
<b>A 7.2</b> Undertake continuous activities with the aim of popularising specialist studies in English	Continuously	Respective committee of the Dean; Heads of specialist studies	Dean; Vice-Dean for Science, Postgraduate Studies and International Cooperation	The number of students admitted to specialist studies in English

<b>A 7.3</b> Encouraging registration and internationalisation of specialist study programmes depending on the market needs	Continuously	Heads of specialist studies	Vice-Dean for Science, Postgraduate Studies and International Cooperation	Newly registered specialist studies
<b>A 7.4</b> Strengthening cooperation with economic entities	Continuously	All employees	VEFUNIZG's Administration	Business report – Annual Financial Statements
<b>A 7.5</b> Compiling the VEFUNIZG's Service Catalogue	Until 2024	Heads of divisions; Heads of departments/clinics; Heads of organisational units; VEFUNIZG's Administration	Dean; VEFUNIZG's Administration	Service Catalogue compiled
<b>A 7.6</b> Improvement in the utilisation of the resources for scientific research through quality cooperation and more efficient utilisation of the current equipment for teaching, scientific research and expert work (coordination and control of procurement plans)	Continuously	Heads of divisions; Heads of departments/clinics	VEFUNIZG's Administration; Vice-Dean for Finances and Investments; Heads of divisions; Heads of departments/clinics; Heads of organisational units	List of capital equipment compiled and available on the VEFUNIZG's website; Annual procurement plan

<b>A 7.7</b> Strategic planning of modernisation, renewal and digitalisation of the teaching resources (lecture rooms, rooms for practicals, laboratories) by making priority lists at the level of the VEFUNIZG, its divisions and departments	Continuously	Heads of divisions; Heads of departments/clinics	VEFUNIZG's Administration; Vice-Dean for Finances and Investments; Heads of departments/clinics; Heads of organisational units	Annual procurement plan
<b>A 7.8</b> Stimulate teachers to organise specialist courses, workshops and symposia by designing the respective awards system	Continuously	Vice-Deans; Heads of divisions; Heads of departments/clinics	VEFUNIZG's Administration	The number of specialist courses, workshops, symposia and online courses held

**Goal 8: Continuously allocate resources from national and international funds to resources renewal (infrastructure and equipment), as well as to teacher and student activities**

ACTIVITY	IMPLEMENTATION TIME	RESPONSIBILITY FOR PROPOSAL/DEVELOPMENT	RESPONSIBILITY FOR PROPOSAL/ADOPTION	SUCCESS INDICATOR
<b>A 8.1</b> Strengthening the activities of the EU Projects Office	Continuously	VEFUNIZG's Administration	Dean; FC	The number of projects applied for and implemented
<b>A 8.2</b> Encouraging applications for projects from all sources of financing, especially as project leads	Continuously	EU Projects Office	VEFUNIZG's Administration	Report of the Projects Committee

<b>Goal 9: Rationalise the costs of maintenance for the VEFUNIZG's campus</b>				
<b>ACTIVITY</b>	<b>IMPLEMENTATION TIME</b>	<b>RESPONSIBILITY FOR PROPOSAL/DEVELOPMENT</b>	<b>RESPONSIBILITY FOR PROPOSAL/ADOPTION</b>	<b>SUCCESS INDICATOR</b>
<b>A 9.1</b> Increasing the awareness of employees and students about the need to use the sources of energy in a rational manner and to behave in such way to decrease detrimental impacts to the environment	Continuously	VEFUNIZG's Administration	VEFUNIZG's Administration	The number of information activities implemented; New systems in place
<b>A 9.2</b> Improving operations in line with the principles of environmental protection by publishing informative material for employees and students and by introducing new systems and measures for waste management	Continuously	VEFUNIZG's Administration	VEFUNIZG's Administration	The number of information activities implemented
<b>A 9.3</b> Continuous investments in the upkeep and landscaping of the VEFUNIZG's surroundings	Continuously	Vice-Dean for Finances and Investments; Heads of departments/clinics	VEFUNIZG's Administration	Modernised surroundings of the VEFUNIZG

<b>A 9.4</b> Endeavours to utilise the funds from available national and international projects with the aim of increasing energy efficiency	Continuously	Vice-Dean for Finances and Investments; EU Projects Office	VEFUNIZG's Administration	Annual report on the work of the Dean
---	--------------	--	---------------------------	---------------------------------------

## ADMINISTRATIVE, PROFESSIONAL AND HUMAN RESOURCES OPERATIONS

### *Strategic goals:*

**Goal 10: Rationalise and improve the VEFUNIZG's human and material resources**

**Goal 11: Increase the VEFUNIZG's visibility**

**Goal 12: Encourage the development and availability of open scientific and educational resources with the digital transformation of operations and teaching processes**

### **Goal 10: Rationalise and improve VEFUNIZG's human and material resources**

ACTIVITY	IMPLEMENTATION TIME	RESPONSIBILITY FOR PROPOSAL/DEVELOPMENT	RESPONSIBILITY FOR PROPOSAL/ADOPTION	SUCCESS INDICATOR
<b>A 10.1</b> Improving the professional clinical work of the University Veterinary Hospital (UVH)	Continuously	Head of UVH; UVH's collegium	Dean; FC	Annual reports on the work of the UVH
<b>A 10.2</b> Improving of the training of the VEFUNIZG's employees in all domains of professional activity	Continuously	Heads of departments/clinics; Head of UVH	Dean; FC	Reports on professional training of employees;

				Diplomas of specialist colleges of veterinary medicine
<b>A 10.3</b> Improvement and internalisation of the internship programme	Continuously	Head of the internship programme; Head of UVH	Dean; FC	The number of candidates successfully completing the programme
<b>A 10.4</b> Signing of cooperation agreements between the VEFUNIZG and economic entities and/or professional associations	Continuously	VEFUNIZG's Administration; VEFUNIZG's employees in scientific-teaching and associate titles	Dean	Report on the implementation of study programmes, professional training programmes, scientific research, i.e. life-long learning
<b>A 10.5</b> Encouraging the establishment of postgraduate joint studies at the national and international level	Until 2027	Collegium of individual studies; VEFUNIZG's Administration	VEFUNIZG's Administration, Specialist Studies Council; Doctoral Studies Council; FC	List of realised cooperations and adoption of joint studies programme
<b>A 10.6</b> Improving the cooperation of preclinical and clinical organisational units of the VEFUNIZG in all activities	Continuously	VEFUNIZG's Administration; Heads of divisions; Heads of departments/clinics	VEFUNIZG's Administration	The number of joint projects; Cooperations realised in terms of papers published and teaching and professional work done
<b>A 10.7</b> Compiling an annual recruitment and employee promotion plan	Once a year	Heads of departments/clinics; VEFUNIZG's Administration	Dean	Annual recruitment and employee promotion plan

<b>A 10.8</b> Updating the Regulations on the Requirements and the Procedure of Appointment to Title and Respective Job Position	Until 2025	Committee for Appointments to Scientific, Scientific-Teaching and Associate Titles; Statute Committee; VEFUNIZG's Secretary	Dean; FC	Adoption of the Regulations at FC
<b>A 10.9</b> Encouraging trainings of non-teaching staff to support educational, scientific-research and professional activities	Continuously	Heads of departments/clinics; VEFUNIZG's Administration	VEFUNIZG's Administration	The number of implemented trainings (annual report)
<b>A 10.10</b> Improving crisis management system	Continuously	VEFUNIZG's Administration; Head of Safety at Work Section	VEFUNIZG's Administration	Improved crisis management system; Simulations implemented

**Goal 11: Continuous improvement of the VEFUNIZG's visibility**

ACTIVITY	IMPLEMENTATION TIME	RESPONSIBILITY FOR PROPOSAL/DEVELOPMENT	RESPONSIBILITY FOR PROPOSAL/ADOPTION	SUCCESS INDICATOR
<b>A 11.1</b> Continuous improvement in the quality of the official website of the VEFUNIZG	Until 2025	Respective committee of the Dean; Head of IT Section	VEFUNIZG's Administration	Appointment of members of the Official Website Committee; Minutes of the meetings of the Official Website Committee

<b>A 11.2</b> Popularising alumni activity	Continuously	Respective committee of the Dean; Association of Graduated Students and Friends of VEFUNIZG (AMAC-VEF)	VEFUNIZG's Administration	Annual reports on the activities of alumni with respect to the VEFUNIZG
<b>A 11.3</b> Supporting the organisation of gatherings of graduated students and friends of the VEFUNIZG (AMAC-VEF) with the aim of promoting the veterinary profession and presenting the entirety of the VEFUNIZG's work as well as all of its potential	Continuously	Association of Graduated Students and Friends of VEFUNIZG (AMAC-VEF); VEFUNIZG's employees	VEFUNIZG's Administration	Lectures and other manifestations held; Reports on the Association's work

**Goal 12: Encourage the development and availability of open scientific and educational resources with the digital transformation of operations and teaching processes**

ACTIVITY	IMPLEMENTATION TIME	RESPONSIBILITY FOR PROPOSAL/DEVELOPMENT	RESPONSIBILITY FOR PROPOSAL/ADOPTION	SUCCESS INDICATOR
<b>A 12.1</b> Compiling of the VEFUNIZG's Strategic Programme of Information Technologies Implementation	Until 2025	VEFUNIZG's Administration; Respective committee of the Dean; Division councils	Dean; FC	Strategic Programme adopted at FC



<b>A 12.2</b> Establishment of the Committee for Monitoring the Success of ICT Infrastructure Integration	Until 2025	VEFUNIZG's Administration	Dean	Committee for Monitoring the Success of ICT Infrastructure Integration established
<b>A 12.3</b> Improving and development of digital infrastructure	Continuously	VEFUNIZG's Administration; Respective committee of the Dean	VEFUNIZG's Administration	Introduction of digital content; Better connection infrastructure, ensuring access to digital content; Visibility to all stakeholders
<b>A 12.4</b> Improving the digitalisation of office operations	Continuously	Secretary; IT Section; Legal and Human Resources Section	Dean; Quality Management Committee	Data base; MOZVAG

## QUALITY SYSTEM

### Strategic goals:

**Goal 13: Improve the organisation of quality system and include external stakeholders in quality assurance at the VEFUNIZG (ESG 1.1)**

**Goal 14: Ensure the availability of information about important aspects of the VEFUNIZG's activities, while understanding the development of its social role (ESG 1.8)**

**Goal 15: Achieve competitiveness and recognition of the VEFUNIZG as a stakeholder in the European Higher Education Area, its relevance as a partner in the development of the economy and society and create the preconditions to successfully meet the criteria of external evaluations (ESG 1.10)**

Goal 13: Improve the organisation of quality system and include external stakeholders in quality assurance at the VEFUNIZG				
ACTIVITY	IMPLEMENTATION TIME	RESPONSIBILITY FOR PROPOSAL/DEVELOPMENT	RESPONSIBILITY FOR PROPOSAL/ADOPTION	SUCCESS INDICATOR
<b>A 13.1</b> Monitoring the implementation and success of the VEFUNIZG's Development Strategy at the end of each year via indicators and, if necessary, correcting the strategic development directions and/or respective action plan	Once a year	VEFUNIZG's Administration; Quality Management Committee; Office for Quality; Working body for the monitoring of the Strategy's implementation	FC	FC's decision on accepting the Report on Strategy Implementation; Publication on the VEFUNIZG's website
<b>A 13.2</b> Updating the quality assurance document	Continuously	VEFUNIZG's Administration; Quality Management Committee; Office for Quality	VEFUNIZG's Administration; Vice-Dean for Quality Control; FC	Adoption of the document at FC; Publication on the VEFUNIZG's website

<p><b>A 13.3</b> Establishment of the Committee for the Compilation of the Strategy of Improvement of Biosafety at the VEFUNIZG and compilation of the Strategy of Improvement of Biosafety at the VEFUNIZG in accordance with EAVE's SOP</p>	Until 2025	VEFUNIZG's Administration; Respective committee of the Dean; Quality Management Committee; Office for Quality	Dean; FC	Adoption of the Strategy at FC; Publication on the VEFUNIZG's website
<p><b>A 13.4</b> Establishment of the Committee for the Compilation of the Strategic Programme of Digital Transformation of the VEFUNIZG and compilation of the Strategic Programme</p>	Until 2025	VEFUNIZG's Administration; Respective committee of the Dean; IT Section; Student Counsellor to the Dean	Dean; FC	Adoption of the Strategic Programme at FC; Publication on VEFUNIZG's website
<p><b>A 13.5</b> Establishment of the Committee for the Compilation of the VEFUNIZG's Communications Strategy and compilation of the VEFUNIZG's Communications Strategy</p>	Until 2025	VEFUNIZG's Administration; Respective committee of the Dean; Office for Career Development, Academic and Psychologic Counselling; Student Counsellor to the Dean	Dean; FC	Adoption of the VEFUNIZG's Communications Strategy at FC; Publication on the VEFUNIZG's website

<p><b>A 13.6</b> Improving the quality system for professional and administrative activities (student service, library, professional services)</p>	Continuously	VEFUNIZG's Administration; Quality Management Committee; Office for Quality	VEFUNIZG's Administration	Implemented - educations, surveys, evaluations
<p><b>A 13.7</b> Organising trainings about the implementation of the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG) and on alignment with the requirements of the revised quality management system standard according to the EN ISO 9001:2015 norm</p>	Continuously	VEFUNIZG's Administration; Quality Management Committee; Office for Quality	VEFUNIZG's Administration	The number of persons completing the training/programme; Filled-out forms/signature lists about internal/external training
<p><b>A 13.8</b> Improving the quality management and assurance system with respect to all VEFUNIZG's activities according to the current ISO 9001 norm</p>	Continuously	VEFUNIZG's Administration; Quality Management Committee; Office for Quality	VEFUNIZG's Administration	The number of persons completing the training/programme; Filled-out forms/signature lists about internal/external training
<p><b>A 13.9</b> Establishing and implementing an annual training programme for the VEFUNIZG's administrative staff (external and internal)</p>	Periodically, once a year	VEFUNIZG's Administration; Quality Management Committee; Office for Quality	Dean	Number of persons completing the course/programme of systematic management training; Filled-out forms/signature lists about internal/external training

<p><b>A 13.10</b> Awarding excellence by the VEFUNIZG in all areas of its activities</p>	Continuously	VEFUNIZG's Administration; Quality Management Committee; Office for Quality; Awards Committee; Committee for Integrated Undergraduate and Graduate Study	Dean; FC	List of granted awards
<p><b>A 13.11</b> Obtaining feedback via questionnaires about the following: satisfaction of the non-teaching and administrative staff, student evaluation of teachers' work, teachers' self-evaluation, feedback from external stakeholders; Survey by means of the Questionnaire for students who have completed the integrated undergraduate and graduate study</p>	Continuously	Quality Management Committee; Office for Quality	Dean; VEFUNIZG's Administration	Filled-out survey forms
<p><b>A 13.12</b> Regular monitoring of the key performance indicators (KPIs with respect to student population profile, student progress, success in study and study drop-out rate, satisfaction of students with study programmes, learning</p>	Continuously	Quality Management Committee; Office for Quality	Dean; VEFUNIZG's Administration	Implemented/The number and type of carried out surveys

resources, available support, data on employment and career development of graduated students)				
<b>A 13.13</b> VEFUNIZG's endeavours to support and maintain the integrity and freedom of its students and employees and to ensure high ethical standards in its work	Continuously	VEFUNIZG's Administration; Quality Management Committee; Office for Quality; Committee for Integrated Undergraduate and Graduate Study; Employee Disciplinary Committee; Student Disciplinary Committee; Committee for Ethics in Veterinary Medicine; Statute Committee; Student Counsellor to the Dean	Dean; FC	Adopting the revised Regulations on Disciplinary Liability of the VEFUNIZG's Students at FC; Publication of the document on the VEFUNIZG's website; Adopting the revised Regulations on Disciplinary Liability of the VEFUNIZG's Employees; Publication of the document on the VEFUNIZG's website
<b>A 13.14</b> Educating students and employees about the legal framework for preventing corruption, discrimination and violation of the UNIZG's code of ethics and on the ways how students/employees can make a report/file a complaint	Continuously	VEFUNIZG's Administration; Quality Management Committee; Office for Quality; Office for Career Development, Academic and Psychological Counselling; UNIZG's offices; Student Counsellor to the Dean	VEFUNIZG's Administration	The number of persons completing the training/programme; Filled-out forms/signature lists about internal/external training

<b>A 13.15</b> Improving the availability of information about the possibilities that students have to file a complaint	Continuously	VEFUNIZG's Administration; Quality Management Committee; Office for Quality; Student Counsellor to the Dean	VEFUNIZG's Administration	Implemented/Not implemented; Publication of forms on the VEFUNIZG's website
--	--------------	---	---------------------------	---

**Goal 14: Ensure the availability of information about important aspects of the VEFUNIZG's activities, while understanding the development of its social role**

ACTIVITY	IMPLEMENTATION TIME	RESPONSIBILITY FOR PROPOSAL/DEVELOPMENT	RESPONSIBILITY FOR PROPOSAL/ADOPTION	SUCCESS INDICATOR
<b>A 14.1</b> Making the basic data about the VEFUNIZG, its basic legal acts, data about its organisation and employees and contact data publicly available and regularly updating these data	Continuously	Dean; VEFUNIZG's Secretary; VEFUNIZG's Administration; IT Section; Respective committee of the Dean	Dean; VEFUNIZG's Administration	Clear, informative and regularly updated website of the VEFUNIZG (intranet, internet); Surveying stakeholders about their satisfaction with the website
<b>A 14.2</b> Monitoring legal regulations and educating employees and students about their right to access information	Continuously	VEFUNIZG's Administration; Legal and Human Resources Section; Information Officer	Dean; FC	Records of proceedings in accordance with law as part of annual reports of the Information Officer; Rules of procedure about accessing certain information; Using usernames and passwords to access certain information

<p><b>A 14.3</b> Publishing of informative and promotional material</p>	Continuously	<p>Heads of departments/clinics; Vice-Dean for Integrated Study and Students; Vice-Dean for Veterinary Studies in English and Life-Long Learning; Vice-Dean for Quality Control; Respective committees of the Dean; VEFUNIZG's Secretary; IT Section</p>	<p>Dean; VEFUNIZG's Administration; Quality Management Committee</p>	<p>Availability of promotional material</p>
<p><b>A 14.4</b> Improving and regularly updating the VEFUNIZG's website with the information intended for the users of the VEFUNIZG's professional services</p>	Continuously	<p>Respective committee of the Dean</p>	<p>VEFUNIZG's Administration</p>	<p>Available and regularly updated web pages with the information intended for the users of the VEFUNIZG's professional services</p>
<p><b>A 14.5</b> Undertaking activities with respect to the contribution of the VEFUNIZG and university teachers to the academic profession and the development of the University of Zagreb and the local community</p>	Continuously	<p>Quality Management Committee; Vice-Dean for Quality Control</p>	<p>VEFUNIZG's Administration</p>	<p>Proof of activities related to teaching (e.g. public lectures or roundtables, publishing and other types of public activity of employees of higher education institutions within their profession, implementing educational programmes for various social groups, participating in science popularisation events, participating in research work with interested groups from the community, inclusion of the community work in the educational process of higher education institution and similar)</p>



<b>A 14.6</b> Implementing trainings about the Personal Data Protection Act for students, teachers, associates, administrative and support staff as in accordance with law; Protection of patient data	Continuously	VEFUNIZG's Secretary; IT Section; Data Protection Officer	Dean; Quality Management Committee; FC	Rules of procedure about data protection; Regulations
--	--------------	--	--	--

**Goal 15: Achieve competitiveness and recognition of the VEFUNIZG as a stakeholder in the European Higher Education Area, its relevance as a partner in the development of the economy and society and create the preconditions to successfully meet the criteria of external evaluations**

ACTIVITY	IMPLEMENTATION TIME	RESPONSIBILITY FOR PROPOSAL/DEVELOPMENT	RESPONSIBILITY FOR PROPOSAL/ADOPTION	SUCCESS INDICATOR
<b>A 15.1</b> Striving to meet the criteria of periodic external evaluation through quality assurance system	Continuously	Quality Management Committee; Office for Quality; Vice-Dean for Quality Control	Dean; VEFUNIZG's Administration; Quality Management Committee; Vice-Dean for Quality Control	Maintaining the existing certificates; Application for new certificates
<b>A 15.2</b> Compiling the Action Plan for the following academic year with respect to quality assurance and compiling an Annual Report for the preceding academic year (for the UNIZG)	Once a year	VEFUNIZG's Administration; Quality Management Committee; Office for Quality	FC	Accepting the documents at FC; Publication on the VEFUNIZG's website

<b>A 15.3</b> Compiling the Action Plan on improving the quality of veterinary studies at the VEFUNIZG and compiling the Annual Report on the realisation of the preceding Action Plan of the VEFUNIZG (for the ASHE)	Once a year	VEFUNIZG's Administration; Quality Management Committee; Office for Quality	FC	Accepting the documents at FC; Publication on VEFUNIZG's website
<b>A 15.4</b> Implementing annual audit	Once a year	Quality Management Committee; Office for Quality; Vice-Dean for Quality Control	Dean; VEFUNIZG's Administration; FC; Auditors	Implemented/Not implemented