



Standard 1: **Objectives and Organisation**

1.1.- Factual Information

1.1.1.- FVETUM structure, organisation, management, and relationship with UM.

UM Organisation.

The **University of Murcia (UM, founded in 1915)** is a **Public University**, operated under the National and Regional legislation and rules, and subsidies by Regional budget and, in part, by tuition fees. **UM** Depends on the Spanish Ministry of Education, Culture and Sport (**Figure 1.1.**), and on the Government of the Murcia Region, and it is based on 24 Faculties and 77 Departments, and in the academic year 2017-18 will offer 52 official Degrees, 72 Master programs and 33 PhD programs. Detailed information can be found in the website of UM (<http://www.um.es>).



Figure 1.1.- Relationship of the **UM** with the Governmental bodies, and structural organisation of **UM**.

FVETUM Organisation.

The **Veterinary Faculty of the UM (FVETUM, established in 1982)** is organized and managed according to the **UM Statutes** (last version from 2017, previous one of 2004), which defines the composition and structure of the governing bodies of the Faculty and define the functions of the Institution.

Organisation of FVETUM.

The organisation is based on the Faculty's Departments and the Facilities/Units as shown in the following figure.

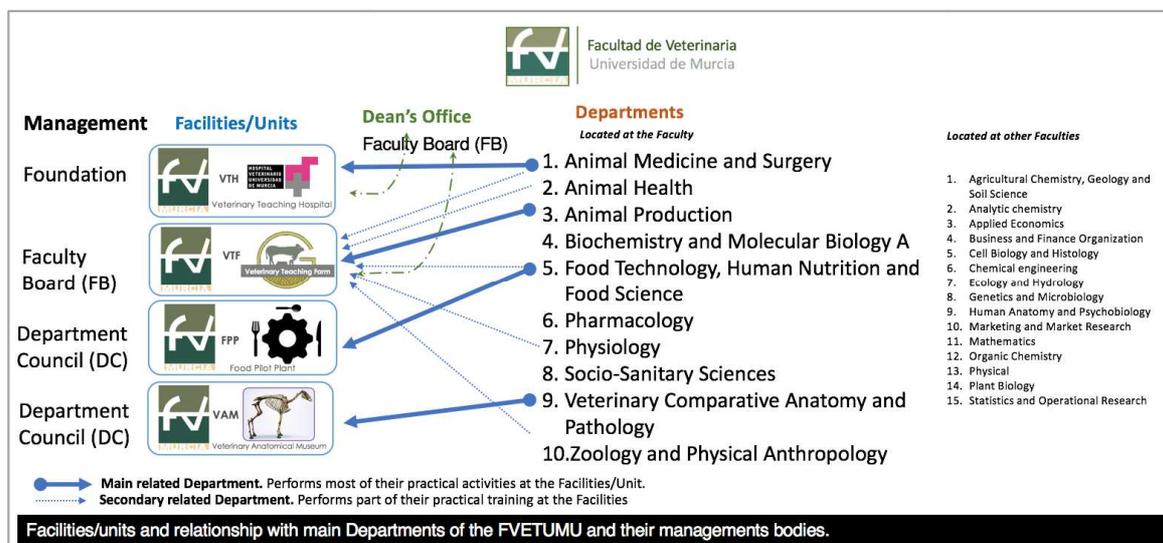


Figure 1.2.- Facilities at **FVETUM** and their relationship with the main Departments and their management bodies.

Departments are the administrative bodies of the University with the competences on coordination of teaching of one or more **Areas of Knowledge (AoK)** (in the Spanish University is the unit to aggregate the closest subjects) in accordance with the teaching programme of the University and under the supervision of the Faculties within specific Degrees. Departments also manage the human resources that support for teaching and research activities. Departments are also the administrative bodies that support the teaching staff initiatives (vg: extension or post-graduate courses). **FVETUM** involves 10 Departments based on the Faculty (5 are fully placed at the Faculty), and another 15 that are located at other Faculties of **UM**. Departments allocated in the Faculty are main responsible for the teaching of all the subjects included in our Veterinary syllabus. Departments are managed by the Department Board (DB), chaired by the Head of the Department and with all academic staff (Doctors) of the Department, and a representation of the rest of the teaching and research staff (70%); a representation of the students registered in subjects of the Department (25%), and a representation of the support staff assigned to the Department (5%). The Head of the Department acts as representative, and develops the functions of director and manager. The Head is elected by the Departmental Council for a two-year term and can only be re-elected once.

Facilities/Units are main infrastructures of the Faculty (**Figure 1.2.**). They actively support teaching and research. **FVETUM** has 4 Facilities/Units:

-Veterinary Teaching Hospital (VTH).

VTH, located at the main building of the Faculty, carries out clinical and support activities for teaching and research. Basically, it is divided into two main Services: Small Animals (companion animals) and Large Animals (equine). The organisational and functional regime of the **VTH** is governed by its own Regulations (Statutes), which are based on a Foundation structure. The main governing body is the "Patronage", chaired by the Rector of the **UM**, Vice-chaired by the Dean of **FVETUM**, and with a representation of the teaching staff as well as different public and private stakeholders. The day-by-day management is carried out by the Director, Manager and Secretary, all them academic staff. Teaching activities are organised by the **VTH** Academic Committee, chaired by the Dean and the Director and Manager of the **VTH**. The teaching staff attached to the **VTH** are members of the Animal Medicine and Surgery, and Veterinary Comparative Anatomy and Pathology Departments.

- Veterinary Teaching Farm (VTF).

VTF is located at less than 2 Km south of the main building, in the close village of Guadalupe. **VTF** structure has a central building subdivided into two main areas:

1. The Teaching Pavilion (TP) with classrooms, computer room, lecture hall, library and laboratories, and a changing area.
2. The Teaching Farm (TF), which is organized into 12 livestock units: 1) pigs, 2) poultry, 3) rabbits, 4) equine, 5) dairy cattle, 6) calves, 7) goats, 8) sheep, 9) beekeeping, 10) forage unit, 10) feed factory and 11) sewage plant. In addition, VTF has research facilities such as the experimentation vessel and others (kennels, primates and ship of nutrition and animal reproduction).

Daily management is run by a Director and Secretary (both academics), while teaching and other strategic activities are managed by the Governing Council (GC, chaired by the Dean and with the representation of the farm unit heads). Several Committees support the decisions of the GC and are reported to the Faculty Board. The main Department that support teaching activities at the **VTF** is Animal Production, but also other Departments are involved, Animal Health, Animal Medicine and Surgery, Physiology, Food Technology, Food Hygiene, and Zoology and Physical Anthropology.

-Food Pilot Plant (FPP).

FPP support the teaching activates in Food Science and managed by the DC of Food Technology, Human Nutrition and Food Science Department.

-Veterinary Anatomical Museum (VAM).

VAM supports teaching activities in Veterinary Anatomy. It is managed by the DC of Veterinary Comparative Anatomy and Pathology Department. VAM provides a large and well reputed number of anatomical specimens that are used by the students for regular anatomical training under academic supervision, as well as for self-training. The plastination laboratory supplies the VAM with a numerous and prestigious collection of plastinates which are not only used for direct teaching but also for exhibitions.

Management of FVETUM.

The governing bodies defined in the **UM** Statutes are the Dean, the Dean's Office and the Faculty Board (FB). Next figure summarizes the structural organisation of **FVETUM** management.

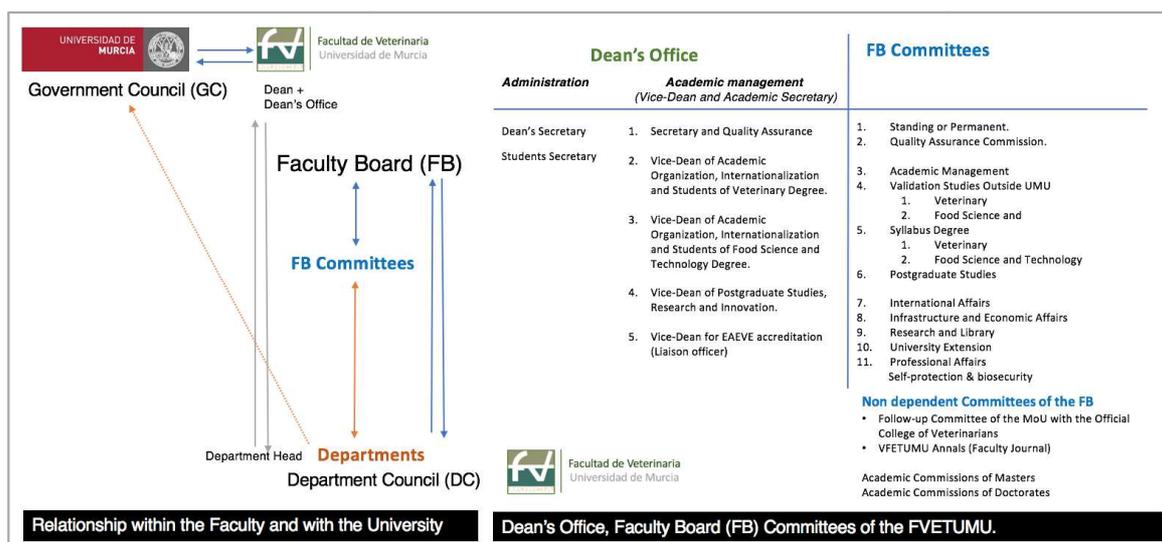


Figure 1.3.- Relationship within **FVETUM** and **UM** Governmental bodies and the FVEUM management structure.

The Dean represents the Faculty and acts as Director and day-to-day Manager (**Figure 1.3.**). The Dean is elected by the Faculty Board among the tenured academic staff (see **Standard 9** and **Appendix 5**) for a four-year term. One re-election is possible, another 4 years.

The Dean's Office (DO) includes:

The Dean's Team (DT): 4 Vice-Deans and 1 Academic Secretary are nominated by the Dean for his/her term. The official appointment is made by the Rector. The DT are and have the following competences:

- Academic Secretary and Quality Assurance. - notary for the acts or agreements of the collegiate bodies, and the Manager responsible for the Faculty daily administration and financial services. The second main responsibility is to run the QA system of the Faculty with the support of the Internal Quality Assurance Committee.
- Vice-Dean of Academic Organization, Internationalization and Students of the Veterinary Degree. Main responsibilities are described in the title of the position.
- Vice-Dean of Academic Organization, Internationalization and Students of the Food Science and Technology (FST) Degree. The same that the previous one but focused on FST.
- Vice-Dean of Postgraduate Studies, Research and Innovation. Additionally, to the attribute defined in the title of the position she is responsible to coordinate the different activities of the PRACTICUM, and to supervise the accomplishment of the outcomes regarding the Day One Competences.
- Vice-Dean for the EAEVE Accreditation process (Liaison officer).

The DT manages the main academic areas and pursues a fruitful relationship between the study programs and research. The Dean performs his tasks in close collaboration with the Vice-Deans and the Departments Heads.

The Dean's Administrative Office (DAO) are the Administrative Secretariat and the Dean's Secretary. Both gives administrative support to all staff and students of the Faculty, and are centralized within the main building.

The Faculty Board (FB) is constituted by 178 members of the different stated (**Table 1.1.**) and it is the core governing body of the Faculty. It involves members representing all levels of the Institution. It is chaired by the Dean and renewed every four years. The main role of the FB is to take decisions, debate and approve FVETUM policies regarding to academic, professional and social. The FB meets periodically along the year (average of 6 to 8 times a year).

Table 1.1.- Faculty Board group members (figures and percentage).

• Group A (academic staff, doctors belonging to the teaching bodies)	55% (98 members)
• Group B (other teaching staff and researcher)	10% (18 members)
• Group C (PhD, undergraduate and master students)	30% (53 members)
• Group D (administration and services staff)	5% (7 members)
Total number:	176

Table 1.2. summarizes the Head of Management Units: Dean's Team, **VTH**, **VTF** and Department's Head (those with mayor activity in the Veterinary Degree). All Professors and PhD.

Table 1.2.- Dean's Team, Department's Head and **VTH** and **VTF** representatives.

Dean's Team		Department's Head	
• Dean	Gaspar Ros Berruezo	• Animal Medicine and Surgery	Alejandro Bayón del Río
• Academic Secretary and Quality Assurance	Elisa Escudero Pastor	• Animal Health	Francisco Alonso de Vega
• Vice-Dean of Academic Organization, Internationalization and Students of the Veterinary Degree	Octavio López Albors	• Animal Production	María Dolores Mejías Rivas
• Vice-Dean of Academic Organization, Internationalization and Students of the Food Science and Technology (FST) Degree	Carmen Martínez Graciá	• Biochemistry and Molecular Biology A	Juan Carmelo Gómez Fernández
• Vice-Dean of Postgraduate Studies, Research and Innovation.	Fuensanta Hernández Ruipérez	• Food Technology, Human Nutrition and Food Science	Magdalena Martínez Tomé
• Vice-Dean for the EAEVE Accreditation process (Liaison officer)	Eliseo Belda Mellado	• Pharmacology	Emilio Fernández Varón
		• Physiology	Francisca Rodríguez Mulero
		• Socio-Sanitary Sciences	Domingo Pérez Flores
		• Veterinary Comparative Anatomy and Pathology	Rafael Latorre Reviriego
		• Zoology and Physical Anthropology	Juan Antonio Delgado Iniesta

VTH		VTF	
• Manager	Josefa Fernández del Palacio		
• Director	Cándido Gutiérrez Panizo	• Director	Salvador Ruiz López
• Secretary	Francisco J. Pallarés Martínez	• Secretary	Guillermo Ramis Vidal

Teaching responsibilities' of FVETUM.

FVETUM has under its responsibility the management and quality of 2 Degrees, 4 Masters and 3 PhD Programs (**Figure 1.1.**). The Veterinary Degree started in 1982, was visited by EAVE in 1996, Approved in 1999 and in 2007. ANECA (Spanish Agency for the Evaluation of Quality and Accreditation) accredited the Vet Degree of **FVETUM** in 2017 and the Quality Assurance System in 2013 (re-accredited in 2017). In accordance with the Statutes of the **UM**, the Faculty Manager acts as manager for the support staff. Next figure shows the services which are the responsibilities of the **FVETUM** Manager.



Figure 1.4.- Teaching duties of FVETUM.

Organisation of Management Office

Committees of the Faculty Board (FBC)

Several Committees act as advisors for the Dean and the Faculty Board. Most FBC are delegated of the FB in order to define, discuss and orientate the topics which ought to be finally approved in the FB meetings. FBC have not decision making functions, except the Permanent Committee which deals with important issues that cannot wait for the FB meeting. Representation of all the Faculty collectives in the different Committees is guaranteed, mostly from all Departments and in many cases by the Department Head or Secretary <http://www.um.es/web/veterinaria/contenido/centro/organos-gobierno/comisiones>. The FBC meets on agenda's demand although the Academic Affairs Committee and the QA Committee meets at least twice per year. The list of Committees and competences are as follow:

1. **Permanent:** its function is to deal with day-to-day matters in the name of the Faculty Council.
2. **QA:** Information is fully detailed in **Chapter 11 and in Appendix 4**. Input from external stakeholders is guaranteed through their participation in the QA system.
3. **Academic Affairs:** it is a very important Committee where students and professors discuss and analyse all academic issues such as the teaching aspects (methods, coordination, learning outcomes), academic performance, assessment scores, etc.
4. **Transfer and Credit Recognition:** Its competences are to establish the criteria and tables for credit recognition and transfer for those students who change their syllabus. There is one for each degree (Veterinary or Food Science and Technology).
5. **Assessment and Improvement of the Veterinary Degree Curriculum:** This is an active Committee where curriculum is reviewed or modified, mainly with a mayor change or a new Curriculum. There is one for each degree (Veterinary or Food Science and Technology)
6. **Mobility:** Its function is to support the mobility of the **FVETUM** members, especially the incoming and outgoing students. The Committee establishes the policy regarding the subject equivalences and credit transfers for those students who study abroad with Erasmus scholarships.
7. **Postgraduate studies:** It manages all the issues related to the Master and PhD programs. Its functions are to review and approve the official postgraduate courses taught at the Faculty, to admit to pre-enrolled students in official postgraduate courses, and to coordinate the teaching of the postgraduate courses.
8. **Research and libraries:** Its main competences are to propose the distribution of funds allocated for the acquisition of books and magazines, to implement the regulations of the Centre in the field of Licentiate Thesis, to evaluate the candidates to the Extraordinary Doctorate Award, and any other function assigned by the Faculty Board.
9. **Infrastructure and finances:** Its responsible for discussing the distribution of the Faculty budget, monitoring the expenditures, as well as to prepare, at the end of the budget year, the settlement of the budget, and to study and inform proposals and needs regarding repairs, works and infrastructure of the different units of the Centre.
10. **University extension:** Its function is to promote the holding of Seminars, Conferences and other cultural and sporting events which may contribute to the integral formation of the community. It also supports the initiatives of different associations either if run by students or academic staff.

Non-dependent Committees of the FB

There are 2 Committees non-dependent FBC

- **Follow-up Committee of the MoU with the Official College of Veterinarians.** This commission is responsible for monitoring the general agreement between the Professional Veterinary College and the Faculty.

- **VFETUM Annals (Faculty Journal)**. This Committee has the role of managing the Faculty Journal as well as promoting the exchange of journals with other Institutions.

Academic Committees of Masters and PhD Programs.

Additionally, there are specific Academic Committees for running the Master affairs (4, one for each) and Doctorate (3). Although these committees are directed by the Master or PhD program respective coordinators the Vicedean for Postgraduate studies, Research and Innovation is permanent member of all of them.

Other Committees.

Security is an important issue for the normal function of the **FVETUM**, mainly with regards to Self-protection & Biosecurity. There is a **Self-protection seal** which works in coordination with the University Service for prevention of occupational hazards to manage the emergencies strategy at **FVETUM**. It is responsible for inducing the community in this field and organizing the evacuation procedures and simulations. Biosecurity plays a key role in the **FVETUM** and for that reason, during the academic year (2016-17) the establishment has created a working group responsible for updating and implementing the Biosecurity policy (<http://www.um.es/web/veterinaria/contenido/seguridad/bioseguridad>). The Self-Protection protocols have been reviewed, and a Risk Plan Associated to all teaching activities has been set up. Specific protocols for facilities such as the **VTH**, the FPU and the **VTF** have been reviewed in depth.

The **Ethics and Animal Welfare** competences are under the University Research Vice-chancellor <http://www.um.es/comisioneticainvestigacion/#.WWvmmtOLT-Y>, who evaluates, advises and approves procedures to ensure the welfare of animals used for educational and research activities.

1.1.2.- Strategic Plan (SP), which includes a SWOT analysis of its current activities, a list of objectives, and an operating plan with timeframe and indicators for its implementation.

The SP (fully described on the website: <http://www.um.es/documents/14554/52526/Plan+Estrat%C3%A9gico+Facultad-1.pdf/c8565517-b7b3-4ff8-8538-667e63bb7fed>, Annex 1.1.2) was approved by the Faculty Board in March 2016. The SP contains a series of objectives and transversal themes of action, as well as specific lines for students, academics and supporting staff. The document ought to be reviewed and up-dated in 2018, according a participation model including all the establishment community and stakeholders.

The SP is based on the analyses of the **Strengths** and **Weaknesses**, as well as **Opportunities** and **Threats** for the Teaching, Research, Management and services, and Social impact; everything within the Economic, Financial and Demographic context of the European High Education Space. Finally, a Line of Action with objectives, strategies, actions, responsibility, and timeframe is defined for every scenario (teaching, research, management and services, and social impact). **Table 1.3.** summarizes the number of objectives, strategies and actions included in the SP.

Table 1.3.- Summary of the number of objectives, strategies and actions defined at the Strategic Plan by the four main areas of activities.

	Teaching	Research	Management and services	Social impact
Objectives	5	2	2	1
Strategies	14	2	4	2
Actions	34	8	5	6

Mission Statement

Assuming the general objectives of the **UM**, and as lines the quality policy of the **FVETUM**, Quality Assurance, could be more specific saying that its mission is the training of professionals of recognized quality and prestige, also attending to their training specialized and postgraduate courses, as well as their continuing education; all with a vocation assistance and assistance to society, with special emphasis on practitioners of the Region of Murcia.

Vision

The **FVETUM** wants to contribute to the progress of the society by offering a quality teaching and developing an advanced research, in accordance with the international requirements, with the aim of becoming a Veterinary Reference Establishment at European level.

Values

They should guide the actions and behaviour of the **FVETUM**:

- **People:** by ensuring that the objectives of all members of our Community are accomplished according to merit, equality and ability.
- **Environment:** by active cooperation with all local veterinary working fields along with a national and international implication to promote a participation of all to achieve the common objectives.
- **Integrity,** ethical conduct and transparency in all our actions.

- Accountability: Faculty, University, Society, and all interest groups (Employers, Professional Associations, Companies for extramural practices, etc.).
- Commitment: with our students, interest groups and the Society in general.
- Quality: Constant search for excellence from innovation.
- Strategic themes and objectives

1.1.3.- Description of how and by who the strategic plan and the organisation of the Establishment are decided, communicated to staff, students and stakeholders, implemented, assessed and revised

Procedures involve the following steps:

- Evaluation and identification of priority objectives (interviews and polls to students, staff, stakeholders)
- Construction of strategic themes (Responsibility: Dean's Office and Faculty Board)
- Definition, communication and approval of strategic themes (Responsibility: Faculty Board)
- Connection with other strategic plans (University, Autonomous Community, Country)
- Assignment of committees to assess improvements (Responsibility: QA Committee)
- Assessment of improvements (Responsibility: QA Committee)
- Implementation and plan of adjustment: communication of results (Responsibility: QA Committee and Faculty Board)
- Reports to/from QA external agencies (Responsibility: QA Committee and Faculty Board)
- Implementation and plan adjustment: reassessment and redefinition of objectives (Responsibility: Dean's Office and Faculty Board)
- Over the whole process, communication via e-mail, web, social networks, COLVEMUR, etc. (Responsibility: Dean's Office)

1.2.- Comments

- The objectives of the **FVETUM** do not show major changes over the years, although creation of Strategic Plans since 2015 shall improve the achievement of the goals and assure a continuous process of improvement.
- The structure of management of **FVETUM** is the one defined by the UM statutes and determine the competences of each administrative bodies, and the Dean and Dean's Team has some limitations because the Departments have a significant degree of autonomy regarding to financial and administrative matters. Each Department is responsible for its teaching and research programmes.
- Since 2007 **VTH** became a Foundation and also provides **VTH** independence to run their own budget and resources.
- **VTF** is a large infrastructure that also is run on a daily basis with independence, but as in **VTH**, informing the Dean of the main decisions taken.
- At University level, achievement of the general and specific objectives is assessed and followed by the **UM** Social Council. This independent Council (with a significant representation of the society) has studied the professional insertion of our graduates.

1.3.- Suggestions for improvement

- The implementation of the strategic plan will be carefully designed to allow a strict follow-up. Also, this plan needs support by the **UM** Government Council.
- Coordination of the main infrastructures of **FVETUM** is a key element for successful, competitiveness and sustainability, that must be maintained, and strategic plans aligned.
- By assuming the importance of well-trained veterinarians in society, the endowment of the **FVETUM** should be increased, resulting in decreased workload of teachers, increased staff number (both teaching and support), increased funding for research, and improvement of infrastructures.