



European Association of Establishments for Veterinary Education



Photo courtesy of Michael Bernkopf, Vetmeduni Vienna

**STRATEGIC PLAN
2020-2025**



Photo courtesy of VEE of the University College Dublin

Steps toward the future

EAEVE is a strong organization, always striving for continuous improvement and upholding its vision and mission toward its member establishments, the veterinary profession, veterinary students and more globally, society. The 2020-2025 Strategic Plan is designed to address new challenges.

Based on well-established activities since the founding of the Association and especially the promotion of continuous development in veterinary education in Europe and in the world through ESEVT, EAEVE is listed in the European Quality Assurance Register (EQAR) following the evaluation by ENQA conducted in 2017. This status recognized our Association as the sole institution for the evaluation and accreditation of veterinary training in Europe and distinguishes us as one of the QA agencies in Europe.

We need to go further, continuously seeking new challenges and adapting to the needs of society. This new Strategic Plan is based on the analysis of the achievements of the previous one and a detailed SWOT analysis of our Association in all its dimensions. It establishes the vision for the future and places a renewed focus on the clear strategic goals in relation to our mission.

It was drafted by the Executive Committee, circulated through members and stakeholders for review and proposals and finally submitted for the decision of members at the 2020 General Assembly of EAEVE.

I would like to greatly thank all those who have contributed to its improvement.



Dr. Stéphane Martinot
President of EAEVE

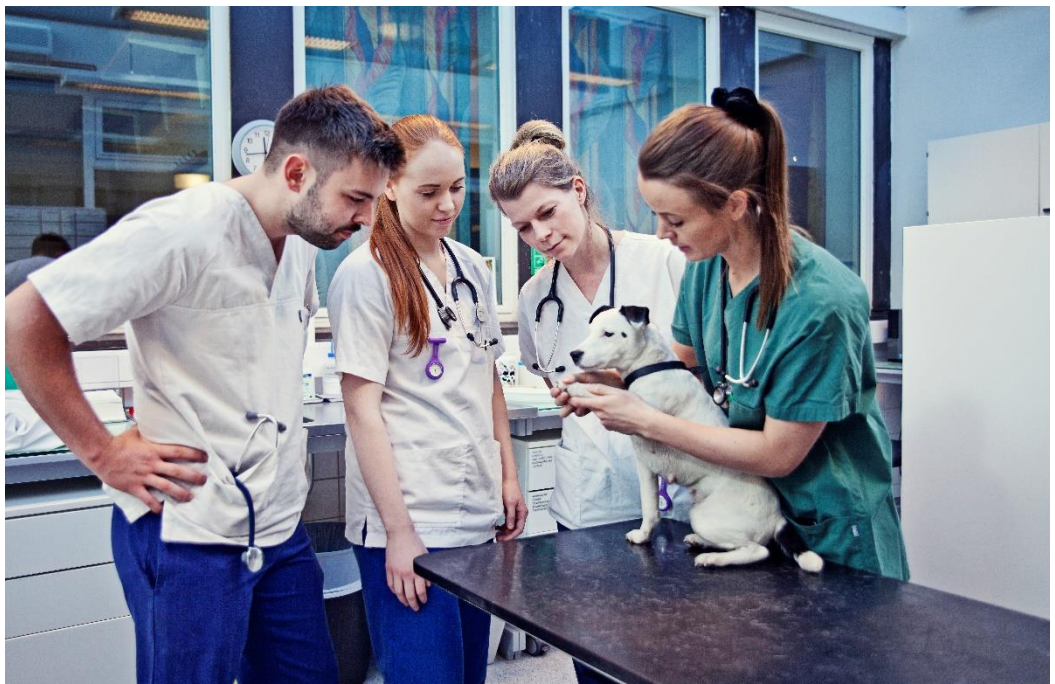


Photo courtesy of Camilla Wiik Gjerdrum, VEE of the Norwegian University of Life Sciences

STRATEGIC PLAN

2020-2025

I. Vision

The EAEVE vision is that veterinary education, based on high quality standards, research and innovation, is the key component of the veterinary profession in the service of One Health and its recognition by society.

II. Mission

The EAEVE mission is to represent and support its member establishments within Europe and globally, to drive the harmonization of a research-based veterinary education and its constant evolution in the context of societal challenges.

III. Values

- **Quality assurance including consistency**
We strongly believe in continuous improvement in all our activities based on standards and regular internal and external reviews.
- **Highest ethical standards including integrity, equity and transparency**
We make sure that any activities and decision-making processes rely on the highest ethical standards.
- **Non-profit**
We are a non-profit organization, developing our mission with respect to being self-funded and independent.
- **Professionalism**
We carry out our actions always respecting the highest standards of professionalism within a modest organizational framework.

IV. Strategic goals linked to EAEVE's mission

Representing and serving its members includes:

- Contribution to advocacy towards national and international decision-making bodies, the public and all stakeholders about quality standards in veterinary education
- Demonstrating the necessity to build veterinary education on a solid research base
- Explaining the quality assessment system and the status of each member and publishing data about veterinary education
- Serving members by sharing data and promoting courses to improve the quality of veterinary education

Driving harmonization of veterinary education covers:

- Acting as chief accrediting body in the quality assurance of veterinary education including its links with professional knowledge, research and veterinary services
- Regular updating of the standards
- Supporting, upon request, all establishments in developing and strengthening their educational program
- Monitoring quality standards for members

Stimulating constant improvement in the quality of veterinary education is based on:

- Constant monitoring of new challenges
- Observation of innovative solutions developed by members
- Promoting the exchange of information between members
- Engaging in global networks and surveys relating to quality assurance



Photo courtesy of Alexandra Eder, Vetmeduni, Vienna

SWOT ANALYSIS

For Strategic Plan 2020 - 2025

MEMBERSHIP

ITEM	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Membership	<ul style="list-style-type: none"> – Well-defined membership – Extensive membership throughout European Establishments (almost 100% of the European Establishments are members) 	<ul style="list-style-type: none"> – Full member reclassified as Candidate member – Heterogeneity of Establishments' background and conditions – No procedure in place to help members after receiving Non-accreditation status 	<ul style="list-style-type: none"> – Membership requests by an increasing number of non-European Establishments who want to use the ESEVT system 	<ul style="list-style-type: none"> – Shortage of funding of veterinary education in Europe – No systematic contact with national accreditation bodies

GOVERNANCE

ITEM	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
President	<ul style="list-style-type: none"> – Good support from the membership – Expertise in management and strategic governance required 	<ul style="list-style-type: none"> – No full dedication to EAEVE – No experience in EAEVE's decision bodies nor in ESEVT required – Very little contact with members except during GA or through ExCom members 	<ul style="list-style-type: none"> – Recognition by stakeholders (FVE, EBVS) 	-
ExCom	<ul style="list-style-type: none"> – Real representation of each region through direct election – Good experience in management and strategy 	<ul style="list-style-type: none"> – Transmission and collection of information and interaction with members of the regions is highly dependent on the activities of the individual representatives 	<ul style="list-style-type: none"> – Consideration of geographic particularities by regional representation 	<ul style="list-style-type: none"> – Increasing number of membership requests from additional European countries will raise questions about regional representation

		<ul style="list-style-type: none"> - No experience in ESEVT and knowledge of the Statutes and SOP required - Members must rely on institutional memory of the President and office staff 		
General Assembly	<ul style="list-style-type: none"> - Member attendance - Strong support on key decisions (2/3 majority for the Statutes) 	<ul style="list-style-type: none"> - Different level of English among members - Diversity of interest and perception of quality - Different level of knowledge of the rules of the association between members 	<ul style="list-style-type: none"> - Sharing experience, discussion and cooperation between members - Increasing the quality in veterinary education 	<ul style="list-style-type: none"> - Only one decision-making body each year - Over-consideration of external parameters (finances) could have impact on quality principles

MANAGEMENT

ITEM	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Director of ESEVT	<ul style="list-style-type: none"> - Experience in academic, management and ESEVT required in the application process - Long-time experience for the job and well-recognized by ExCom and members - Perfect knowledge of membership 	<ul style="list-style-type: none"> - No process in place to organize the transfer of knowledge to someone else if change is needed for any reason - Adaptation to new governance (President, ExCom) could be challenging 	<ul style="list-style-type: none"> - Contact with other QA evaluation systems - Contribution to the credibility of the ESEVT on members and stakeholders 	<ul style="list-style-type: none"> - Discordance between the political decisions (President, ExCom, GA) and leadership of the Director
Office	<ul style="list-style-type: none"> - Well-established job descriptions, well-defined duties through task follow-up 	<ul style="list-style-type: none"> - Diversity of tasks in limited period of time and high workload all over the year - Small team subject to potential overload if any problem arises 	<ul style="list-style-type: none"> - Highly attractive job - Enhance contact with stakeholders' institutions and other QA agency staff 	<ul style="list-style-type: none"> - Increasing number of new solicitations

Finances	<ul style="list-style-type: none"> – Experienced staff being able to maintain high level of quality and knowledge of the process – Sufficient experience for some of the office employees to allow transmission of knowledge 	with one or more member of the staff		
	<ul style="list-style-type: none"> – Independence of funding – Efficient cost/benefit operation – Strict rules and strong follow-up of the financial trends and respect of budgeted figures 	<ul style="list-style-type: none"> – Funding highly dependent on number of Visitations (excess of the ratio between Visitation fee and Membership fee) – Improvement of funding limited by members' capacity to accept increase of membership fee – No national government financial support 	– Increasing the number of members and Visitations	– Unsustainable funding

ESEVT

ITEM	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Evaluation System	<ul style="list-style-type: none"> - Quality recognized by ENQA accreditation of EAEVE - Well-established and experienced system run and developed in collaboration with the veterinary profession - Continuous improvements based on system analysis - Transparent results open to the public - Harmonization of veterinary training without homogenization 	<ul style="list-style-type: none"> - Lack of legal basis or official mandates for evaluation system and the consequences of outcomes 	<ul style="list-style-type: none"> - The only regulated profession-specific accrediting peer-review system in Europe - Evaluation system used by non-European countries to build their own system - Following ENQA accreditation to be legally recognized by national authorities as accreditation agency for VEE's in European countries - Be an active and strong player to support development of quality teaching in Europe and all over the world 	<ul style="list-style-type: none"> - New challenge of the profession and new organization of veterinary teaching could be difficult to take into consideration to maintain high quality standards - Poor recognition of outcomes of evaluations by few national governments
Coordinators	<ul style="list-style-type: none"> - Highly engaged in the process and very professional - Allow permanent respect of the procedure and harmonization of the Visitation process and report drafting - Contribution to the training of new experts - Good support by the Director and working well together as a group 	<ul style="list-style-type: none"> - Only part time-dedication, which can induce overload of work and delays 	<ul style="list-style-type: none"> - Monitor and develop the quality and repeatability of the evaluation process 	<ul style="list-style-type: none"> - Discordance with team members or ECOVE on decision-making

Experts	<ul style="list-style-type: none"> - Independent (non-paid), highly motivated and qualified - Mixing practitioners and academic experts in the same team and systematic involvement of students - E-learning system 	<ul style="list-style-type: none"> - Insufficient number in some disciplines, renewal is not always efficient - Difficulty to engage and teach student experts 	<ul style="list-style-type: none"> - Develop international peer-review, to exchange expertise 	<ul style="list-style-type: none"> - Decrease of mobilization of experts and competition with national accreditation agencies
ECOVE	-	<ul style="list-style-type: none"> - Perfect knowledge of ESEVT not required for ECOVE members and ECOVE members are not allowed to be experts 	-	<ul style="list-style-type: none"> - No competency assessment and appropriate training



Photo courtesy of Prof. Alen Slavica, University of Zagreb

The Strategic Plan 2020-2025
was approved by the Executive Committee
on 29.10.2020.