



MID-TERM ANALYSIS OF THE EAEVE STRATEGIC PLAN 2015-2020

As the only transnational non-governmental accrediting organisation for veterinary medicine in Europe, EAEVE has developed a strong compromise with the principles and application of Quality Assurance (QA). After two years following the approval of the EAEVE Strategic Plan 2015-2020 on January 2015 (http://www.eave.org/fileadmin/downloads/news/SWOT_SP_EAEVE_2015-20.pdf) it is time for EAEVE to evaluate the outcomes and progress for implementing any improvements.

PROGRESS ON THE STRATEGIC PLAN 2015-2020

Here we present the progress and outcomes in the application of the EAEVE Strategic Plan 2015-2020 from January 2015 to January 2017.

The vision, mission, values and purposes of EAEVE remain basically the same.

Strategic objectives, procedures to reach them and expected outcomes

1. With regard to the members and association

The objective of increasing the **acknowledgment of the work done by EAEVE as a Quality Assurance (QA) accrediting agency and the positive outcomes on the application of the ESEVT** has been thoroughly worked on through different initiatives:

- In Austria and Hungary, EAEVE approval/accreditation of veterinary training Establishments is being accepted in lieu of governmental quality assessment procedures.
- EAEVE also collaborates with the QA National Agencies in Italy, France and Switzerland.
- EAEVE president was invited to meet the Director of the Spanish Agency of QA (ANECA) on 4 March 2015 with the aim to develop a Memorandum of Understanding.

There are several actions done by EAEVE to promote **the culture of quality in the Establishments for Veterinary Education:**

- Organisation of 8 QA meetings, 1 for each regional group of EAEVE, to encourage and support members to achieve the standards of quality defined by the ESEVT, between January 2017 and May 2017. The first meeting took place in January in Paris for region 4, then Spain and Portugal also in January (region 2), followed by meetings in February for regions 3,5 and 6.
- A one day seminar was also held in Vienna during November which was designed to train individual QA experts who would be involved in ESEVT visitations.
- After the approval of the new SOP in Uppsala in May 2016, members attending the GA were encouraged to apply for accreditation.
- EAEVE promoted the culture of accreditation through the application of the ESEVT amongst EAEVE members through conferences by invitation on:
 - ESEVT: 30 años de evaluación de las facultades de veterinaria europeas. Prof. Ana M Bravo del Moral, CEU-University Cardenal Herrera Valencia, 20 January, 2015 http://www.eave.org/fileadmin/downloads/publications/Ana_Bravo_Jornadas_Calidad_Valencia_20_01_15.pdf
 - Conference by invitation on “Future Challenges in Veterinary Medicine” Prof. Ana M Bravo del Moral, University of Veterinary Medicine, Vienna, 19 June, 2015 http://www.eave.org/fileadmin/downloads/publications/Future_Challenges_for_Vets_FINAL.pdf



- ESEVT: New Standards for Evaluations. Prof. Ana M Bravo del Moral, School of Agrarian and Veterinary Sciences, University of Trás-os-Montes e Alto Douro, Vila Real, Portugal, 27-28 October, 2015
http://www.eave.org/fileadmin/downloads/publications/Conference_Vila_Real_28_Oct_2015_AB.pdf
- EAEVE promoted the culture of accreditation through the application of the ESEVT amongst non EAEVE members through conferences by invitation on:
 - EAEVE and how ESEVT Promote the Improvement of Veterinary Education in Europe and Beyond. Prof. Ana M Bravo del Moral, 158th Meeting of the Japanese Society of Veterinary Medicine AOMORI, Japan, September 7-9 2015
http://www.eave.org/fileadmin/downloads/publications/Conference_158th_Meeting_JSVS_Aomori_Sep_9_2015.pdf
- EAEVE was acting as a forum for the discussion on matters of veterinary education, in order to improve and harmonize veterinary education amongst the members through the organisation of the Educational Programme in the framework of the General Assemblies:
 - 22 May 2015, Istanbul, Turkey: Educational Programme on “Outcome/Quality Assessment in Veterinary Education”, welcoming 178 attendees from 90 member Establishments and representatives of 7 veterinary schools outside Europe (Cyprus, Morocco, VetNorth and VetSouth Japan, Republic of Korea, Saudi Arabia) and other partner organisations (AAVMC, ABOVEK, AVMA, EBVS, FVE, IVSA, RCVS, REEV-Med).
 - 13 May 2016, Uppsala, Sweden: Educational Programme on “Modern Housing and Facilities in Veterinary Education”, with 198 attendees from 87 member Establishments and representatives of 11 non-member veterinary schools (Cyprus, Morocco, Japan, Republic of Korea, Turkey, UK, Ukraine) and other partner organisations (AAVMC, ABOVEK, EBVS, FVE, IVSA, RCVS, REEV-Med, OIE, WVA).

2. With regard to Policy-making

The major EAEVE objective is **to be recognised as the official accreditation authority for the Establishments of Veterinary Education in Europe**

To this purpose some actions were taken

- EAEVE together with the FVE and EBVS attended 3 meetings with the EU Directorate General Internal Market and Services (DG GROW) with the aim of gaining acknowledgement of the ESEVT by the EU Commission, as well as proposing the amendment of Annex V.4.1 of Directive 2005/36/EC to include the Day 1 competences in order to become an indirect legal basis for veterinary education.
- On January 2016 EAEVE registered at the EU Transparency Register and filled in an online EU application asking for priorities for change in higher education.
- With the aim to gain acknowledgement of the ESEVT by ENQA EAEVE participated actively in the ENQA Workshop on “Quality Assurance and E-learning seminar” in Barcelona, Spain, on 10-11 December 2015 and applied for ENQA external review in December 2016. The review will take place between November-December 2017.
- EAEVE actively participates in the project co-funded by the Erasmus+ Programme of the European Union on “Internal Quality Management: Evaluating and Improving Competence-Based Higher Education (IQM-HE), to run from September 2015 to August 2018. Partners of the project: University of Veterinary Medicine Vienna, University of Vienna, European Association for Quality Assurance in Higher Education (ENQA), University of Economics and Business, Vienna, Agency for Quality Assurance and



Accreditation Austria (AQ), European Association of Establishments for Veterinary Education (EAEVE), Vilnius University, University of Agricultural Sciences and Veterinary Medicine of Cluj-Napocca, University of Ljubljana, Carl von Ossietzky University of Oldenburg.

- EAEVE has actively promoted its evaluation system with the result that all European Establishments of veterinary training will have been evaluated at least once before Easter 2018. In addition, an increasing number of non-European Veterinary Teaching Establishments (e.g. from Asia and Africa) have formally asked for an evaluation by ESEVT.

EAEVE has an interest to collaborate with other European organisations for permanently improving Veterinary Education in Europe

To achieve this objective, several initiatives were developed

- EAEVE coordinated its goals and actions with the Federation of Veterinarians of Europe (FVE) and the European Board of Veterinary Specialisation (EBVS), through the active participation in the European Coordinating Committee on Veterinary Training (ECCVT <http://www.fve.org/education/eccvt.php>):
 - 4 meetings of the ECCVT were attended by EAEVE from January 2015 to January 2017 in Brussels.
- EAEVE participated actively in the GAs of the FVE and its branch organisations through conferences by invitation on:
 - “EAEVE and ECCVT Update of Activities” Prof. Ana M Bravo del Moral, at the European Veterinarians in Education, Research and Industry (EVERI) General Assembly Brussels, 12 November, 2015 http://www.eaave.org/fileadmin/downloads/publications/Ana_Bravo_Presentation_EVERI_GA_Brussels_Nov_12th_2015.pdf
 - “ESEVT - The European System of Evaluation of Veterinary Training - Practitioners represent FVE” Prof. Ana M Bravo del Moral, at the European Union of Veterinary Practitioners (UEVP), General Assembly Brussels, 12 November, 2015 http://www.eaave.org/fileadmin/downloads/publications/Ana_Bravo_Presentation_UEVP_GA_Brussels_Nov_12th_2015.pdf
 - “European System of Evaluation of Veterinary Training (ESEVT)” Prof. Pierre Lekeux, at the EVERI - FVE General Assembly, Marche en Famenne, Belgium, 2-4 June 2016 http://www.eaave.org/fileadmin/downloads/publications/FVE_GA_2016_EAEVE_P_Lekeux.pdf
- EAEVE strengthened the collaboration with other European organisations by inviting a delegate to the General Assemblies in order to exchange opinions and update their activities:
 - Conference on “FVE report of activities” by Christophe Buhot, President of FVE on the EAEVE Educational Programme on 22 May 2015, Istanbul, Turkey.
 - Conference on “EBVS report of activities” by Stephen May, President of EBVS on the EAEVE Educational Programme on 22 May 2015, Istanbul, Turkey.
 - Conference on “IVSA report of activities” by Emma van Rooijen, President of the International Veterinary Students Association (IVSA), on the EAEVE Educational Programme on 22 May 2015, Istanbul, Turkey.
 - Conference on “FVE and the responsible use of antimicrobials”, by Dr. Rafael Laguens, President of FVE, on the EAEVE Educational Programme on 13 May 2016, Uppsala, Sweden.



- EAEVE participated in the preparation of proposals and recommendations for the improvement of Veterinary Training at undergraduate and postgraduate level with other European relevant organisations through a number of different actions:
 - Conference by invitation on “Nutrition Education and the European System of Evaluation of Veterinary Training (ESEVT)” Prof. Ana M Bravo del Moral, Meeting of the European Veterinary Educators (EVNE), Prague, Czech Republic, 22-23 November, 2015.
http://www.eaeve.org/fileadmin/downloads/publications/Ana_Bravo_Presenta_tuib_EVNE_Prague_23_Nov_2015.pdf
 - Conference by invitation on “Ethics in Veterinary Education: general versus professional skill?” Prof. Ana M Bravo del Moral, Ethics and the future Veterinary Professional (Vethics 2016), Utrecht, The Netherlands, 19-20 May 2016
http://www.eaeve.org/fileadmin/downloads/publications/Vet_Ethics_Ana_Bravo_Utrecht_20_May_2016.pdf
- EAEVE collaborated actively in the publication of 4 ECCVT newsletters and ECCVT statements on:
 - Day One Competences & Annex V of Directive 2013/55
http://www.eaeve.org/fileadmin/downloads/eccvt/ECCVT_NEW_YEAR_2015_FINAL.pdf
 - Education and Training requirements for veterinarians in Laboratory Animal Science and Medicine (LASM)
http://www.fve.org/education/docs_to_download/ECCVT%20Newsletter/Other%20activities/2016_004%20LASM%20teaching_FINAL160921.pdf
 - ECCVT Policy on Education
http://www.fve.org/education/docs_to_download/ECCVT%20Newsletter/Other%20activities/2016_002%20Policy%20on%20Vet%20Education_FINAL.pdf
 - Animal Welfare Officer in slaughterhouses: a post for graduated veterinarians
http://www.fve.org/education/docs_to_download/ECCVT%20Newsletter/Other%20activities/2016_001%20AWO%20training_FINAL.pdf
- EAEVE participated actively in a seminar on Quality Assurance in Veterinary Education in Bologna in December 2016, together with ENQA and ANVUR.

An objective of EAEVE is to collaborate in the discussions for developing a global accreditation system on Veterinary Training

To achieve this objective some actions were developed

- EAEVE intensified the collaboration with partners’ organisations working on cross-national accreditation of Establishments for Veterinary Education.
 - Participation in the International Accreditors Working Group (IAWG) and presentation of “EAEVE - Update on Education Policy & Accreditation Procedures by the European System of Evaluation of Veterinary Training (ESEVT)” Prof. Ana M Bravo del Moral, Melbourne, Australia, 11-12 February, 2016
http://www.eaeve.org/fileadmin/downloads/publications/Ana_Bravo_Presentation_IAWG_Melbourne_11-12_Febr_2016_ESEVT_update_education_policies_and_SOP.pdf
 - EAEVE worked to harmonise the ESEVT SOP with the SOPs of partners’ organisations: this new SOP was approved in Uppsala May 2016
 - EAEVE participated as observer (represented by Prof. Stéphane Martinot) in the Visitation to the Murdoch University in Perth, Australia between 10-14 July 2016, as invited by AVBC.



EAEVE has an interest to participate internationally in the discussion forums on Veterinary Education

To achieve this objective we developed several actions

- EAEVE intensified the collaboration with the World Organisation for Animal Health (OIE).
 - Conference by invitation on “**Veterinary Education in Europe**” Prof. Ana M Bravo del Moral, 4th OIE Global Conference on Veterinary Education, Bangkok, Thailand, 22-24 June 2016
http://www.eaeve.org/fileadmin/downloads/publications/AnaBravo_Vet_Edu_in_Europe_17JUNE2016.pdf
 - Invitation of a speaker from the OIE (Dr. Tomoko Ishibashi. Senior manager. International Trade Department. OIE) to the EAEVE Educational Programme in Uppsala, Sweden, on 13 May 2016 to present the “Activities update - OIE ad hoc group on veterinary education”
- EAEVE intensified the collaboration with the World Veterinary Association (WVA) by inviting the president of WVA, Dr. René Carlson, as speaker at the EAEVE Educational Programme in Uppsala, Sweden, on 13 May 2016 to present the “WVA platform on continuing education”
- EAEVE promoted the exchange of opinions and ideas with sister organisations by inviting delegates as speakers at the EAEVE Educational Programme on 22 May 2015, Istanbul, Turkey:
 - “Integration of outcomes assessment into the AVMA/COE accreditation process” by Dr. Elisabeth Sabin, (Associate Director, International & Diversity Initiatives, American Veterinary Medical Association, AVMA).
 - “AAVMC report of activities” by Dr. Andrew T. Maccabe, Executive Director of the American Association of Veterinary Medical Colleges, AAVMC.
 - “Veterinary education and accreditation system in Korea” by Dr. Heungshik S. Lee, Executive Director of the Accreditation Board for Veterinary Education in Korea, ABOVEK

3. Regarding the continuous improvement of the ESEVT

EAEVE has an interest in enhancing the quality of the ESEVT

To achieve this objective EAEVE took a major action by instituting a new SOP which was prepared in collaboration with all stakeholders and which was unanimously approved in May 2016 by the EAEVE General Assembly and by the FVE Board:

(http://www.eaeve.org/fileadmin/downloads/SOP/ESEVT__Uppsala__SOP_May_2016_amended_Annex_8__Rubrics_approved_by_ExCom_on_25Jan2017.pdf).

This SOP 2016 increases the quality of the ESEVT at different levels:

- Simplifies the evaluation procedure by avoiding inconsistencies and/or redundancies.
- Updates the accreditation procedure with clearly defined standards on QA in full compliance with the “Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG 2015)”.
- Integrates requirements of QA and quality management methods within all the Standards of the evaluation procedure.
- Follows up the recommendations of the Committee on Internal Quality Assessment (CIQA).
- Follows up the recommendations of the 2013 external review by ENQA.



EAEVE has an interest for increasing public awareness of the ESEVT

To achieve this objective several actions were taken

- EAEVE contributed to a better communication of the ESEVT to external stakeholders:
 - Publication of the ECCVT Statement on “Harmonisation of veterinary education: fundamental for establishing EU citizens’ trust in veterinary services” http://fve.org/education/docs_to_download/2015_1%20Position%20on%20ESEVT%20FINAL.pdf. This statement introduces the ESEVT as an efficient, economical and professional subject-specific system of accreditation of Establishments for Veterinary Education in European countries.
 - Publication of the System-Wide Analysis of the ESEVT 2011-15 approved by ExCom in November 2016:
http://www.eaeve.org/fileadmin/downloads/ESEVT/System-wide_analysis_of_ESEVT_Period_2011-2015.pdf
- EAEVE improved the understanding of the ESEVT by promoting the participation of experts from national accreditation agencies and national authorities responsible for veterinary affairs.
 - Upon EAEVE invitation, the EU DG GROW, ANECA (Spain) and the Australasian Veterinary Board Council (AVBC) sent an observer to the ESEVT evaluation of the University of Veterinary Medicine in Kosice in October 2015.



EAEVE SWOT ANALYSIS UPDATE (February 2017)

GOVERNANCE AND MANAGEMENT (I)

ITEM	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
General Assembly	<ul style="list-style-type: none"> – Good representation of EU establishments (almost all schools are members) – Common interest on improving quality of Veterinary Education – Rules strongly supported (two-third majority required to modify the statutes) 	<ul style="list-style-type: none"> – Members with different establishments quality and interests – Different number of countries and members/establishments in the regions – Different level with fluency in the English language amongst participants – Difficult rotation of delegates amongst different countries (only eligible from approved or conditionally approved establishments) 	<ul style="list-style-type: none"> – To meet colleagues annually to discuss matters relating to Veterinary Education – To strengthen partnership and reinforce cooperation amongst members – To share different experiences and methods to develop a common veterinary curriculum – To increase quality of training in Veterinary Education 	<ul style="list-style-type: none"> – Insufficient knowledge of EAEVE and the ESEVT when new delegates/deans are appointed
Executive Committee	<ul style="list-style-type: none"> – Good support (elected by the members of the regional group) – Good experience in management (members have to be dean or former dean) – Wide geographic representation 	<ul style="list-style-type: none"> – Difficulties to transmit and collect the information and to explain the decisions taken to the regional group – Lack of feedback from the regional group – No experience in ESEVT visitations required 	<ul style="list-style-type: none"> – To participate actively in the development and execution of the association policies – To contribute to the application of equity principles in decision making 	<ul style="list-style-type: none"> – Taking of decisions based on personal or school interests more than on general educational interests – Insufficient knowledge of the files and background at the moment to make a decision
President	<ul style="list-style-type: none"> – Good support (elected by a majority of all members) – Experience in management required (has to be a dean or former dean) 	<ul style="list-style-type: none"> – Not full dedication to EAEVE – Different workload throughout the year – Distant from home base (office in Vienna) to offer daily supervision and guide – No experience in EAEVE's decision bodies required – No experience in the ESEVT required 	<ul style="list-style-type: none"> – To propose a standardized protocol for the decision making, transparent and effective, to ensure governance and management – To adhere to a yearly calendar of tasks and responsibilities in the management board (President, Vice-President, Director, Office) 	<ul style="list-style-type: none"> – To misguide the association as a consequence of lack of experience in the decision bodies and/or in the ESEVT – To postpone decisions because of a lack of unanimity in the Executive Committee



GOVERNANCE AND MANAGEMENT (II)

ITEM	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Director	<ul style="list-style-type: none"> – Good support (elected by a majority of members of the Executive Committee) – Academic and management experience (required in the application) – Experience in the ESEVT (required in the application) 	<ul style="list-style-type: none"> – Part time dedication – Distant from home base – Different presidents and Executive Committee members to support 	<ul style="list-style-type: none"> – To participate actively in the development and execution of the association policies – To contribute to the sustainability and credibility of the ESEVT 	<ul style="list-style-type: none"> – To exert an excessive leadership in the association over the President and the Executive Committee (“double head”)
Office	<ul style="list-style-type: none"> – Highly qualified staff in job descriptions – Permanent office in Vienna which offer a level of stability through the constant change of Head/s (President, Director, Executive Committee members) – Active participation of the staff in all activities, not only administrative 	<ul style="list-style-type: none"> – Suitable but insufficient human resources in some periods of the year – Different workload throughout the year – Diverse tasks to develop (bookkeeping, communication, website management, databases, arrange meetings, taking minutes, assist the ESEVT) – Difficulties to prioritize the tasks with different heads of EAEVE committees – Difficulties to adapt to regular changes of President, Director, Executive Committee members, determined by the rules 	<ul style="list-style-type: none"> – To participate actively in the development and execution of the association policies – To contribute to the internal and external communications of EAEVE 	<ul style="list-style-type: none"> – To work too independently – Burnout of the staff in some demanding periods
Finances	<ul style="list-style-type: none"> – Very efficient cost-benefit – Strict financial rules – Annual financial audit – Stable funding based on membership fee and evaluation fee 	<ul style="list-style-type: none"> – Limitation of proposals for improvement based on those members of EAEVE with an acceptable effect on their finances 	<ul style="list-style-type: none"> – To increase funding with associate or affiliate members outside Europe 	<ul style="list-style-type: none"> – To keep the balance between Income and Expenditures if the Agency grows too quickly when increasing both the membership and evaluations



ESEVT

ITEM	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>Evaluation system</p>	<ul style="list-style-type: none"> - Well established and experienced cross-national system of evaluation and accreditation of Establishments of Veterinary Education based on ESG - Positive and transparent outcome after 32 years applying the ESEVT (substantial improvement of the quality of the visited Establishments for Veterinary Education) - Contribution to the culture of quality in Higher Education in Europe and beyond even before the Bologna Declaration - The only regulated profession-specific accrediting peer-review system in Europe - Uniformly accepted within the profession and the academia - Run and developed with the collaboration of veterinary profession (FVE) - Comparable with similar overseas systems - EAEVE is affiliate member of ENQA 	<ul style="list-style-type: none"> - Lack of a legal basis for the evaluation system and the consequences of its outcomes - Official mandate by EU authorities expired in 1998 - EAEVE is not full member of ENQA - Duplicity of the QA accreditation process with some National Accreditation Agencies 	<ul style="list-style-type: none"> - To develop QA at an international level - Harmonization without homogenisation of European Veterinary training - To be legally recognized by EU and by national authorities as the accreditation agency for Establishments of Veterinary Education - Increased accountability of schools - High class veterinary service on all levels - Facilitation of international professional movements - Contribution to the culture of quality and Bologna principles in the EHEA and worldwide. - To participate in the development of a global accreditation system for Establishments of Veterinary Education - To assist in the development of QA accreditation systems on Veterinary Education outside Europe 	<ul style="list-style-type: none"> - A widening split between well- and poorly funded faculties - Inadequate adaptation to changes in society and to new challenges from veterinary profession - An increase of members outside Europe with a focus on QA different than that of the EHEA
<p>Team of experts</p>	<ul style="list-style-type: none"> - Highly qualified, committed and experienced in international peer-review - Independent - Strong involvement of students - Active involvement of stakeholders (practitioners) - Well trained by e-learning, seminars and supervision by the coordinators during on-site visitations - Follow-up of the performance 	<ul style="list-style-type: none"> Insufficient number of female experts in all fields Insufficient number of non-veterinarian QA experts 	<ul style="list-style-type: none"> - To develop and foster an international peer-review system - To increase exchange of expertise in both veterinary curricula and the peer review system 	<ul style="list-style-type: none"> - Non-fulfilment of the rules for appointing the team when cancellation of a given expert occurs at a short notice.



Tracking system

Mid-Term Analysis of the EAEVE Strategic Plan 2015-2020

SWOT Analysis Update

	Prepared by:	Reviewed by:	Approved by:
Name:	Ana Bravo	EAEVE Office, Coordinators group EAEVE members ECOVE, CIQA, FVE, UEVP, UEVH, EVERI & EASVO, EBVS, IVSA, EAEVE ExCom	EAEVE ExCom
Date:	Between 01/02/2017 and 20/02/17	Between 21/02/2017 and 16/05/2017	17/05/2017