

# Development Plan 2020





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# Introduction

Walk together toward the future.

Everything is undergoing change; society, politics, economy, science and the universities. Many systems and structures organically evolved over the course of history have been taken for granted for a long time, and are now increasingly being questioned in the face of diminishing resources.

As an educational and research institution, the University of Veterinary Medicine, Vienna is experiencing these changes first-hand. Tradition and time-tested values are replaced by competition, new processes and the pressure of limited resources. What may sound like a threat at first also opens up new opportunities for change and improvement; opportunities that we recognise and challenges that we are ready to meet. Ever since Austrian universities have become autonomous, in many domains no stone has been left unturned. These new, changing conditions, be they of political or economic nature, have resulted in new demands and requirements for the universities, as has been the case for the University of Veterinary Medicine, Vienna. To meet these new requirements and expectations, we need a compass to guide us, without losing track of the path ahead.

The present Development Plan is the result of an intensive participatory discussion process. Assisted by the University Council, the Senate, all departments, the Working Group on Equal Opportunities, the employees' council, the Students Union and the departments of the central administration, a strategic document was produced outlining the University's future path and major goals to be reached by 2020 in a shared effort in the domains of education, research and clinical services. I would like to thank all those who contributed for their intensive and constructive work.

However, to thrive and successfully position itself in a dynamic context, our University also needs an actively practiced culture of values. The identity of the University of Veterinary Medicine, Vienna and the implementation of the Development Plan are based on our three core values:

- **Competent:** Based on our expertise and experiences we act in a safe and independent manner.
- **Dedicated:** We actively dedicate ourselves to accomplishing our tasks and meet challenges with passion. Mutual support ensures progress for all.
- **Responsible:** We take responsibility for our actions. Responsibility also means respect and the mutual acknowledgment of effort and achievement.

These core values serve as guidelines for our everyday professional interaction and should be reflected in all of our activities – when interacting with students, co-workers, colleagues, animal owners and cooperation partners.

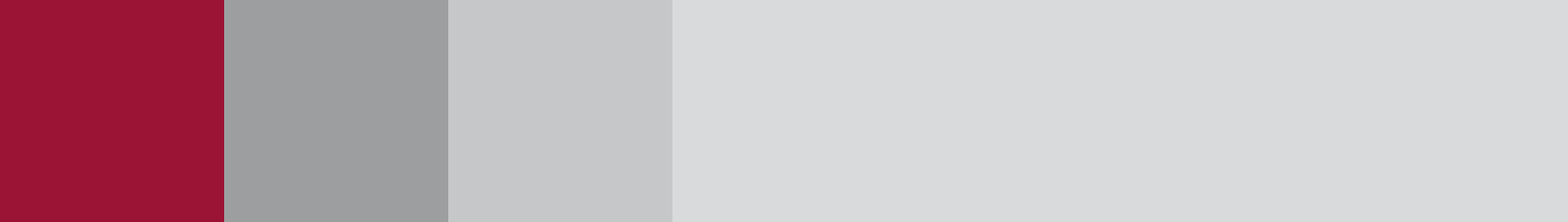
In future, the University of Veterinary Medicine, Vienna also strives to:

- offer a top-level education for students, thanks to excellent teaching and learning conditions which open up diverse career opportunities
- instil pride in graduates in their university, encouraging them to maintain a lifelong relationship with their alma mater
- provide ideal conditions for internationally competitive research
- provide excellent, scientifically founded, medical care for animal patients and the best possible service for animal owners
- gain the public's trust in food safety and its scientific foundation
- provide good working conditions which promote active staff participation
- reach its goal of facilitating cooperation based on expertise, respect and trust

Only if we continue along the path set out in the Development Plan, founded on practiced values and the respective resources, will the University of Veterinary Medicine, Vienna still be regarded in the future as a top provider of education, research and clinical services, both domestically and internationally.

Dr. Sonja Hammerschmid

Rector



# 1. Preamble





The University of Veterinary Medicine, Vienna (Vetmeduni Vienna) is an autonomous university. As the only academic institution for veterinary medicine in Austria it places an emphasis on national socio-political interests and economic responsibility. The special challenge for the University lies in meeting its responsibility as a provider of outstanding academic education, in ensuring excellence in research, scientific and clinical services and in its international connectivity. Promoting the health and welfare of animals are at the heart of all our endeavours.

In a comprehensive and competent manner, the University of Veterinary Medicine, Vienna acts as a bridge between animals and humans in the domains of education, research and services. Within human-animal interaction animals are placed in a number of very diverse and sometimes contradictory roles, such as:

- patient
- companion and partner
- farm animal
- food source and food supplier
- disease carrier
- animal model and research model
- part of the ecosystem
- subject of ethical debate

The University of Veterinary Medicine, Vienna has specific competence in both animal health and food safety, as well as broad expertise in various interactions between animals, humans and the environment.

The University of Veterinary Medicine, Vienna sees its responsibility in:

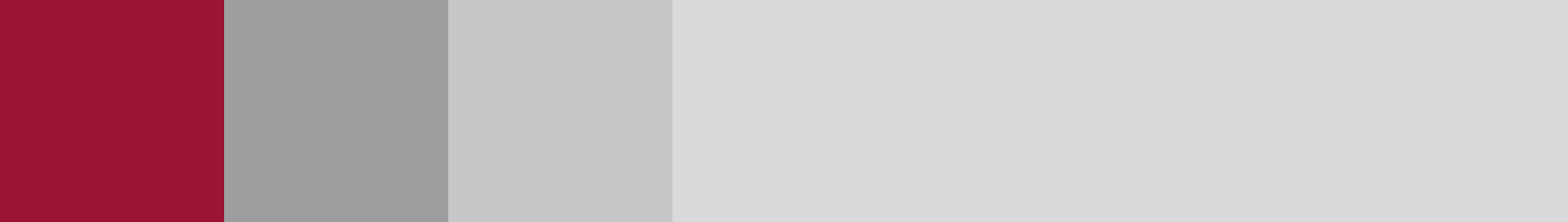
- offering education and continued life long education to produce competent graduates that are committed to their academic and scientific responsibilities,
- providing excellent research based on scientific specialisation and the development of innovations from which animal patients directly benefit,
- continuously improving veterinary care for animals and scientific services,
- preventing the spreading of animal diseases, and
- ensuring quality and safety of animal-based products.

In this capacity the University helps to master the challenges arising at the interface between human and animal health and the environment. Society benefits from the findings in education, research and services by way of intensive knowledge and technology transfer. The University of Veterinary Medicine, Vienna systematically develops the following areas:



- **Animal health**
  - from the biological and medical foundations to the application of veterinary medicine
  - from an individual animal through the animal stock to an entire population
  - from health-promoting measures to diagnostic and treatment options
- **Preventive veterinary medicine**
  - from animal hygiene to infectious and non-infectious diseases
  - from host-pathogen-interactions to vaccinations
- **Comparative medicine**
  - comparing animal species and animal species with humans (“one health” principle)
  - developing treatments for animal patients through model-based basic research approaches
  - unravelling disease by comparing molecular and cellular processes, entire organ systems, individuals and entire populations
  - from the clinical problem through the molecular level to the model and back to the animal patient
- **Animal models**
  - from the transgenic animal to the animal patient
  - from phenotyping to translational medicine
- **Public health and food safety**
  - from epidemiology to monitoring of zoonoses
  - from animal production and animal health to safe food (“from stable to table”) including risk assessment at all stages of food production
- **Animal husbandry, animal welfare and animal ethics**
  - from cognition through animal behaviour to animal-human-interaction with the aim of ensuring animal welfare and dignity
- **Organismic biology and biodiversity**
  - from the genotype to the phenotype and its integration in the environment
  - from evolution to species protection and wildlife management

Its unique position and legal mandate result in a high level of responsibility and spur future development. The University of Veterinary Medicine, Vienna strives to remain one of the best universities/faculties for veterinary medicine in Europe. In keeping with the core values of the University – competent, dedicated and responsible – it aims to meet its obligation to provide education, research and scientific services with the help of its highly motivated staff that deliver outstanding performance. Daily interaction between staff, students,



researchers, animal owners and cooperation partners must be founded on respect, trust, a sense of responsibility, willingness to change and an optimal use of resources.

In line with the socio-political and legal mandate, the Development Plan highlights the strengths and areas of excellence of the University of Veterinary Medicine, Vienna, as well as its position as an education and continuing education providing institution, research centre, cooperation partner, service provider and employer.

This Development Plan also sets out strategies for facilitating successful development in the future, by way of optimising resources and organisation, through cooperation and networking within and outside the University as well as by creating a specific profile for the University.

Furthermore, the Development Plan outlines the strategic goals of the University of Veterinary Medicine, Vienna, based on its previous achievements under the assumption of a slightly increasing budget and by taking into account the overall academic development goals for Austria. In the framework of the Performance Agreement, finalised with the Austrian Federal Ministry for Science and Research responsible, based on the Development Plan, arrangements have been developed for the practical implementation of said goals. Together, the Development Plan and the Performance Agreement form the Strategy Papers of the University of Veterinary Medicine, Vienna.

## 2. Education and continuing education





The University of Veterinary Medicine, Vienna offers scientifically founded, research-oriented and international education and continuing education programmes with a strong practical component. It places emphasis on subject-specific expertise, broad social, personal and managerial competencies within the curricula and the best possible supervision of students. At present, the University of Veterinary Medicine, Vienna offers the following academic programmes:

- Diploma Degree Programme in Veterinary Medicine
- Bachelor's Degree Programme in Biomedicine and Biotechnology
- Bachelor's Degree Programme in Equine Sciences
- Master's Degree Programme in Biomedicine and Biotechnology
- Doctoral Degree Programme in Veterinary Medicine
- PhD

These academic programmes cover the following professions and sectors of each profession:

- Veterinary medicine
  - medical practice
  - prevention and herd health management
  - food production and food monitoring, feed production and feed monitoring
  - veterinary public health and animal health services
  - academia, research institutions or research-oriented educational facilities
  - scientific work for pharmaceutical, biotechnological and other enterprises
  - animal welfare and animal and environmental protection
- Biomedicine and biotechnology
  - research institutions in the pharmaceutical and biomedical industry
  - product development in the biomedical field
  - universities and other post-secondary educational institutions
  - specialised privately or government operated research sites
  - facilities offering public and private health services
- Equine sciences
  - supervisor positions with riding schools and equestrian sites, stud farms and equestrian associations
  - equine performance testing, animal insurance companies
  - racing clubs and racetracks, training centres and training stables, marketing and auction sites, national studs and stud testing sites
  - production, marketing and sales in the domains of horse riding farms and stables, equestrian sport and horse breeding, international horse trade

For veterinary medicine graduates, the University of Veterinary Medicine, Vienna offers specialised postgraduate clinical training in the form of internships in Small Animal Medicine, Equine Medicine, Reproductive Medicine and Ruminant Medicine. Residencies according to the European Colleges of the European Board of Veterinary Specialisation (EBVS) are forms of internationally recognised postgraduate education to increase competency and to become a specialist in the different specialty programmes. The University of Veterinary Medicine, Vienna offers the following residency programmes:

- European College of Animal Reproduction (ECAR)
- European College of Bovine Health Management (ECBHM)
- European College of Porcine Health Management (ECPHM)
- European College of Poultry Veterinary Science (ECPVS)
- European College of Veterinary Anaesthesia and Analgesia (ECVAA)
- European College of Veterinary Clinical Pathology (ECVCP)
- European College of Veterinary Internal Medicine Companion Animals (ECVIM-CA)
- European College of Veterinary Internal Medicine Companion Animals, Oncology (ECVIM-CA, Oncology)
- European College of Veterinary Ophthalmology (ECVO)
- European College of Veterinary Pathologists (ECVP)
- European College of Veterinary Surgery, Small Animal Surgery (ECVS)
- European College of Veterinary Surgery, Large Animal Surgery (ECVS)
- European Veterinary Parasitology College (EVPC)

University courses and extra-occupational continuing education complete the course offerings at the University of Veterinary Medicine, Vienna and are open to both veterinarians and interested parties with different educational backgrounds.

Based on the status quo, the strategic goals for 2020 in education and continuing education comprise in particular:

- The further development of academic course offerings and the advancement of graduates' skills
- Increased appreciation for teaching
- Stronger integration of lifelong learning



## 2.1. Strategic goal: The further development of academic course offerings and the advancement of graduates' skills

The University of Veterinary Medicine, Vienna seeks to expand its balanced, focused roster of academic programmes on an international level. It also aims to strengthen its position as the only educational institution for veterinary medicine in Austria. The University of Veterinary Medicine, Vienna strives to educate competent graduates who are committed to their academic and scientific responsibilities. They are able to recognise problems, analyse them in a differentiated manner and to develop solutions. The University of Veterinary Medicine, Vienna adapts its academic course offerings and graduate profile to the requirements of the market, while actively shaping the profession by means of its diverse academic course offerings in line with legal regulations.

### 2.1.1. Further development of existing academic programmes – in line with market needs and international standards

One of the main goals of the University of Veterinary Medicine, Vienna is to align its academic programmes with international findings based on the principles of “student-centred learning”. In this sense, the Bologna framework is to be ever increasingly followed.

“Student-centred learning” is result-oriented learning which takes into account individual student needs. Students are encouraged and empowered to actively participate and design their studies; independent learning and working are emphasised. Learning outcomes are defined in line with the objectives of the curriculum and determine the ways of teaching and the mode of performance assessment. Students are encouraged to critically question learning content and to use all available tools. This concept helps to acquire academic and scientific skills beyond professional qualifications.

Evaluation of all participants involved must be specific, performance based and continuous. Courses, teachers and modes of assessment should be analysed with a focus on results. Evaluating the learning outcomes ensures that the goals set in the curricula are achieved.

Aside from systematically training the teaching staff, switching the curricula from a “teacher-centred learning” to a “student-centred learning” approach requires a reduction in direct contact hours, the introduction of multimedia supported interactive classes, the establishment of interdisciplinary classes and the extension of small groups training.

The University of Veterinary Medicine, Vienna seeks to strategically benefit from the increased vertical integration and linking of teaching content, especially between pre-clinic and clinic, in order to involve students in clinical practice at an early stage and allow them to experience the work environment of a practicing veterinarian. Training of clinical-practical skills takes place in a specially established “skills lab”. Specialised medical training is

strengthened by further expanding advanced species-specific modules. To make special clinical cases accessible to more students, the faculty also uses multimedia support for clinical training, such as video footage.

To meet international standards and increase the number of students taking examinations, as well as the number of graduates, improving the supervision ratio is essential.

Competence assessments, conducted at regular intervals from the time of admission until professional practice, allow for continuous evaluation of the curricula and their adaption to current requirements. The University of Veterinary Medicine, Vienna uses the findings to continuously improve the curricula in line with educational research. The challenge consists of producing flexible curricula which can be adapted as required. Furthermore, the University of Veterinary Medicine, Vienna seeks to publish its findings in peer-reviewed journals.

#### **2.1.2. Introduction of new academic programmes – integrated, market-oriented and with an international focus**

The University of Veterinary Medicine, Vienna seeks to expand its roster of academic programmes in veterinary medicine and biomedical studies through related fields of study, thus making a top-quality and sustainable contribution to education and continuing education on an international and competitive level.

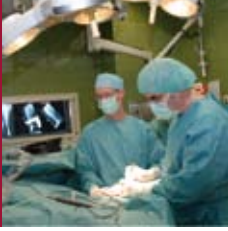
The professional and integrated development of academic programmes requires demand and feasibility studies to be conducted. The second foundation is to coordinate this process with the needs of the labour market and with other universities and educational institutions in order to exploit these synergies. Furthermore, implementation processes must be defined and admission requirements must be determined for each academic programme. The University of Veterinary Medicine, Vienna has identified the following potentially new and international Master's degree programmes which may be developed in co-operation with other educational institutions:

- Master in Laboratory Animal Medicine
- Interdisciplinary Master in Human-Animal Interactions
- European Master in Comparative Morphology
- Master in Wildlife Management
- European Master in Safety Sciences

#### **2.1.3. Defining and communicating the graduate profile and career options**

To recruit the most suitable candidates, information about the Vetmeduni Vienna's academic course offerings, graduate profile and career perspectives must be actively provided through wide-reaching initiatives. Such initiatives include:





- Practical taster course for prospective students (e.g. at the teaching and research farm)
- “Science camps” at the University where prospective students have the opportunity to experience student life
- Expanding cooperation with schools, especially agricultural schools

During the course of their studies, the University of Veterinary Medicine, Vienna seeks to present students with a realistic image of their chosen career. The aim is to motivate students and to provide hands-on experience, all the while warning of possible risks. For this purpose, the University of Veterinary Medicine, Vienna will apply the following measures:

- Strengthening of the teaching and research farm and other outposts as educational venues
- Increased integration of cooperating establishments
- Integration of experienced graduates into teaching on campus (practicing veterinarians, researchers and veterinary officials, as well as graduates working for government agencies, in industry, business and health services etc.)
- Promotion of international experience
- Intensifying off-campus instruction (“experts go to the problem”)

After intensive deliberation on the graduate profile, the University of Veterinary Medicine, Vienna has identified a need for strengthening of alumni loyalty. The University of Veterinary Medicine, Vienna seeks to conduct need assessments among alumni at regular intervals to develop market-based continuing education programmes. Furthermore, the University of Veterinary Medicine, Vienna values feedback on the quality of its education and the communication of career options.

In the future, the foundation of a circle of former faculty members will complement alumni management. This measure aims to promote identification of former teachers at the University of Veterinary Medicine, Vienna and to strengthen support for young academics.

#### **2.1.4. Quality-based selection of students**

As a result of restricted admission and a selective admission procedure since 2005, the University of Veterinary Medicine, Vienna has been able to recruit its students in a quality-based and objective manner and thus ensure a high quality education with hands-on instruction and supervision training in small groups. In the future, particular attention must be paid to continuing restricted admission as well as to the scientific supervision and the further development of the admission procedure.



## 2.2. Strategic goal: Increased appreciation for teaching

With the planned reforms, the University of Veterinary Medicine, Vienna seeks to strengthen its unique position in the field of education in and outside the University. It supports and promotes outstanding teaching achievements. Active participation of staff and students in teaching is rewarded by way of teaching-based distinctions and incentives. In order to continuously improve and develop didactic expertise, the University of Veterinary Medicine, Vienna offers specific training and continuing education for its teaching staff. Educational research findings are not merely implemented, but actively generated. Furthermore, interactive teaching is supported through the creation of adequate premises, platforms and teaching methods.

### 2.2.1. Strengthening didactic expertise as the basis for a competitive level of teaching

The University of Veterinary Medicine, Vienna is aware that with regard to adapting the curricula to “student-centred learning”, didactic expertise must be strengthened to act as the foundation for outstanding teaching. For this purpose, it will increasingly emphasise the following measures for advanced-level training of its teaching staff:

- Didactic training for teaching staff as basic and “on the job” training
- Expanding didactic training programmes for instructors and external teaching staff
- Promoting knowledge transfer in the form of the “train the trainer” concept
- Educational research as the scientific basis for innovative training measures by analysing and interpreting the generated data and by adapting the training programmes accordingly (see Chapter 2.1.1 Further development of existing academic programmes – in line with market needs and international standards)
- Developing a structured programme for visiting lecturers and temporary visiting professors
- Participation in exchange programmes for teachers (see also 5.1.4 Promoting mobility of students and staff and 8.1.2 Strengthening of competence and career support in line with the strategic goals of the University of Veterinary Medicine, Vienna)

### 2.2.2. Further development of innovative and interactive teaching

According to the principles of “student-centred learning”, the University of Veterinary Medicine, Vienna strives to design the teaching and learning process so as to actively engage students. Questions and contributions by students are integrated to allow an intensive interaction. Through the interactive teaching roster, students are supported to realise their full potential and to take responsibility. It is necessary to further expand e-learning offerings and web-based, interactive discussion platforms and courses that assist with, for example, independent processing of animal patient cases. Communication with animal owners training must also be strengthened. In addition to further developing the “skills lab”, this measure must be supported with special facilities that offer innovative and interactive teaching and learning elements.



### 2.2.3. Strengthening inter-university cooperation in the field of innovative didactics

To increase the visibility of its focus on the support and further development of outstanding teaching, the University of Veterinary Medicine, Vienna actively participates in the “Centre of Excellence for E-Learning, Didactics and Educational Research in Veterinary Medicine” (KELDAT), connecting universities and faculties of veterinary medicine throughout the German-speaking world.

One of the long-term measures includes the development of a “progress test” in line with the curriculum, in cooperation with the German-speaking educational institutions for veterinary medicine. Through this test, the acquired knowledge is assessed regularly in a standardised manner. Furthermore, teaching and examination methods will be synchronised internationally.

In addition, the University of Veterinary Medicine, Vienna seeks to intensify cooperation with medical universities, such as through membership of the Austrian Association for Didactics in Higher Education (ÖGHD), the Association for Medical Education in Europe (AMEE), the Society for Medical Education (GMA) and the Veterinary Education Worldwide (ViEW).

## 2.3. Strategic goal: Stronger integration of lifelong learning

The University of Veterinary Medicine, Vienna integrates the concept of lifelong learning into its strategic development and contributes to meeting the national and international need for continuing education with its intensified, highly specialised offerings.

### 2.3.1. Intensifying existing and establishing new veterinary-medicine-oriented continuing education programmes – integrated, market-oriented and in line with international needs

Due to its position as the only university for veterinary medicine in Austria, the University of Veterinary Medicine, Vienna seeks to integrate all national stakeholder groups – from representatives of the profession to public and private employers – into the development of continuing education programmes for lifelong learning.

The University of Veterinary Medicine, Vienna seeks to strengthen its status as a centre of excellence for postgraduate education by adopting measures such as:

- Establishing a programme for veterinarians returning to veterinary practice
- Organisational and administrative evaluation and harmonisation of existing university courses
- Introduction of new extra-vocational university courses (e.g. in animal husbandry and laboratory animal medicine)

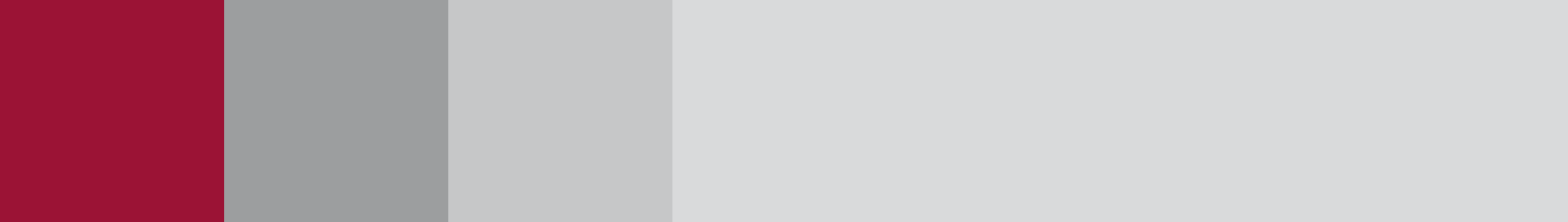
The internship and residency programmes at the University of Veterinary Medicine, Vienna are the only comprehensive, integrated and internationally accredited postgraduate training programmes in veterinary medicine in Austria and need to be developed further (see also Chapter 3.1.3 Creating a specific profile through scientific support of young academics – internationally and in an integrated manner and Chapter 4.1.4 Strengthening and increasing professional expertise).

The continuing education offerings are to be complemented by the introduction of and participation in postgraduate Master's programmes with an international focus (see also Chapter 2.1.2 Introduction of new academic programmes – integrated, market-oriented and with an international focus).

Furthermore, there are plans to establish a structured “LLL school” and further develop internationally organised “summer schools”.

### 2.3.2. Continuing education offerings for interested public

Integrating interested public into all of its core areas is an important instrument for the University of Veterinary Medicine, Vienna to increase the significance of universities in Austria. The goal of the University of Veterinary Medicine, Vienna is to offer scientifically founded continuing education in veterinary medicine, as well as to organise events for the general public in cooperation with other universities and organisations.



### 3. Research, knowledge and technology transfer





In addition to applied and clinical research, the University of Veterinary Medicine, Vienna conducts excellent clinical and basic veterinary scientific research. Research conducted by the University of Veterinary Medicine, Vienna is not only the cornerstone of research based academic education, but it also addresses highly relevant social issues such as animal health, preventive veterinary medicine, veterinary public health, food safety as well as the scientific basis of animal welfare and its implications for animal husbandry, animal protection and animal ethics.

The main areas of research of the University of Veterinary Medicine, Vienna are embedded in the University's Research Profile Areas:

- Physiological processes
- Infection and prevention, with a focus on farm animals
- Animal models and veterinary biotechnology
- Food safety and risk analysis
- Animal behaviour and human-animal interactions

The Research Profile Areas are a direct result of our societal mandate and, on the other hand, of the specific expertise on campus and within national and international cooperation projects. They not only help to delineate the University's profile, but also serve to provide strategic support to young academics. The University of Veterinary Medicine, Vienna was the first Austrian university to establish competitive internal research funding to promote its Research Profile Areas, governed by the internal Research Profile Area Board. The internal funding includes:

- The "Young Investigator Programme": Start-up funding for young academics to make it possible for them to successfully raise external funding after conducting two years of research (Internal board review)
- External funding bonus: Additional funding for projects financed with external funding to facilitate additional research beyond the scope of the project
- Funding thematic foci of umbrella projects such as the initiative doctoral programmes and the post-doc programme at the University of Veterinary Medicine, Vienna (selection by means of an international peer-review process)

The University's Research Profile Areas are an adequate management instrument for linking expertise and technologies internally and externally. As a result, research topics can be synergistically researched both by basic science-oriented and applied clinical research teams.

The University of Veterinary Medicine, Vienna distinguishes itself through research achievements in the aforementioned Research Profile Areas. It is involved in many successful individual projects, coordinates the Special Research Programme "Jak-Stat Signalling" which is funded by die Austrian Science Fund (FWF). Furthermore, the university received an "ERC Advanced Investigator Grant" in population genetics. The University has established two Christian Doppler laboratories, one for molecular-biological food analysis and

one for innovative immunotherapy, and a K project “Preventive Veterinary Medicine – Improved Animal Health for Safe Pork Meat Production” (a Competence Center for Excellent Technologies funded by the Austrian Research Promotion Agency FFG). The Vetmeduni Vienna has assumed the leadership in the establishment of the interdisciplinary Messerli Research Institute, which is co-financed by the Swiss Messerli Foundation. Funded by the Austrian Science Fund (FWF), the doctoral programme in population genetics comprises a pool of Viennese experts and is headed by the University of Veterinary Medicine, Vienna.

With its outposts and co-operations, the University of Veterinary Medicine, Vienna also maintains specialised off-campus research infrastructures such as the teaching and research farm in Pottenstein and the Research Institute of Wildlife Ecology and the Konrad Lorenz Institute of Ethology on Wilhelminenberg in Vienna. The University of Veterinary Medicine, Vienna is furthermore responsible for two interdisciplinary research centres in Austria in the field of animal production, reproductive medicine and reproductive biotechnology: the Wieselburg branch of the teaching and research farm and, within a partnership, the Inter-university Department of Agrobiotechnology (IFA) in Tulln (together with the University of Natural Resources and Life Sciences, Vienna and the University of Technology, Vienna). The Graf-Lehndorff-Institute for Equine Science in Neustadt an der Dosse (Germany) is an international research institute based on a cooperation with the Foundation Brandenburg Main and State Stud Farm (Dosse). Both institutes were evaluated positively in 2011.

With its core facility “VetCore”, a central technology platform comprising of the areas biobanking, genomics, proteomics, transcriptomics and imaging, the Vetmeduni Vienna is not only increasing the efficiency of its use of resources, but it also facilitates structured and concentrated knowledge and technology transfer at the interface between basic research, applied clinical research, diagnostics and treatment.

The University of Veterinary Medicine, Vienna has appointed a special team for its technology transfer activities. The main focus of technology transfer is the structured and efficient use of patentable and non-patentable academic know-how in the form of agreements with industry (licenses and cooperation agreements) and the economic exploitation of research findings in the form of spin-off enterprises. The technology transfer experts of the University of Veterinary Medicine, Vienna provide assistance to researchers in the identification and marketing of patentable ideas.

Based on the status quo, the strategic goals for 2020 in the domain of research, knowledge and technology transfer are:

- Refining the University’s profile and strengthening the national and international position of the main areas of research
- Identification of usable synergies and expansion of research cooperation
- Strengthening of knowledge and technology transfer





### 3.1. Strategic goal: Refining of the University's profile and strengthening of the national and international position of the main areas of research

The University of Veterinary Medicine, Vienna seeks to refine its research profile by focusing on its veterinary medical core areas and its main areas of research in line with the defined Research Profile Areas, as well as by strengthening its unique national and international position following the paradigm of “defining future focus areas and strengthening strengths”. The goal is to expand its strategic influence and to help define both Austrian and European focuses.

#### 3.1.1. Delineating the profile by focussing on research fields in veterinary medicine and by intensifying the cooperation between basic research and applied clinical research

In recent years, the University of Veterinary Medicine, Vienna has established a number of main areas of research. Increased external funding has been raised in these areas through national and international competitive research funding organisations. Furthermore, prestigious cooperation projects were and are being established with various business partners. The resulting research results were and are increasingly being exploited and published in internationally recognized journals. The existing internationally visible main areas of research at the University of Veterinary Medicine, Vienna include:

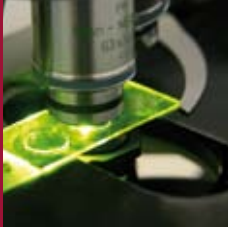
- Endocrinology
- Signal transduction, especially Jak-Stat signalling pathway and transport processes
- Wildlife ecology
  
- Infectious medicine, fish
- Infectious medicine, poultry
- Infectious medicine, swine
- Wildlife medicine
  
- Population genomics
- Reproductive medicine and reproductive biotechnology
- Transgenic mouse models
  
- Food microbiology
- Risk assessment for animal-based foods
  
- Cognition
- Behavioural mechanism and behavioural ecology



The University of Veterinary Medicine, Vienna seeks to further develop these main areas of research and plans – depending on the available budget – to expand its research potential in the following areas:

- Motion analysis and regenerative medicine
- Nutritional physiology
  
- Laboratory animal medicine
- Translation of population genomics (farm animals, small animals and horses)
- Comparative medicine for small animals and horses with a focus on oncology and allergology
  
- Animal welfare and animal ethics

The main areas of research and research potentials can be grouped according to the Research Profile Areas as follows:



### Classification of internationally visible main areas of research according to the Research Profile Areas

Main areas of research	Research Profile Area 1 Physiological processes	Research Profile Area 2 Infection and prevention, focus on farm animals	Research Profile Area 3 Animal models and veterinary biotechnology	Research Profile Area 4 Food safety and risk analysis	Research Profile Area 5 Animal behaviour and human-animal interactions
Endocrinology	■		■		■
Infectious medicine, fish		■		■	
Infectious medicine, poultry		■		■	
Infectious medicine, swine		■		■	
Wildlife medicine		■		■	
Cognition	■				■
Food microbiology		■		■	
Population genomics			■		
Reproductive medicine and reproductive biotechnology	■		■		
Risk assessment for animal-based foods		■		■	
Signal transduction, especially Jak-Stat signalling pathway and transport processes	■		■		
Transgenic mouse models	■		■		
Behavioural mechanism and behavioural ecology	■				■
Wildlife ecology	■				

#### Legend

- Primary allocation
- Secondary allocation

### Classification of additional research potentials according to the Research Profile Areas

Research potentials	Research Profile Area 1 Physiological processes	Research Profile Area 2 Infection and prevention, focus on farm animals	Research Profile Area 3 Animal models and veterinary biotechnology	Research Profile Area 4 Food safety and risk analysis	Research Profile Area 5 Animal behaviour and human-animal interactions
Motion analysis and regenerative medicine	■				
Nutritional physiology	■	■			
Laboratory animal medicine	■		■		
Animal welfare and animal ethics					■
Translation of population genomics (farm animals, small animals and horses)			■		
Comparative medicine for small animals and horses with a focus on oncology and allergology	■		■		

#### Legend

- Primary allocation
- Secondary allocation



The University of Veterinary Medicine, Vienna will continue to use the special potential within its main areas of research and will additionally support promising fields of research and obvious potentials for excellence through specific internal programmes. The focus will be placed on promoting cooperation projects between basic research and clinical research. In this context, researchers from clinical disciplines will receive assistance to launch joint research topics. Furthermore, the University of Veterinary Medicine, Vienna seeks to channel its main areas of research by strengthening the established quality management instruments within the Research Profile Areas and by way of a performance-based evaluation process (international peer evaluation) conducted at regular intervals.

### 3.1.2. Increasing international visibility

The University of Veterinary Medicine, Vienna strives to increase the visibility of its areas of excellence, particularly through increasing of national and international funding. It will step up and further professionalise its activities within competitive and cooperative research funding. The Office for Research Promotion and Innovation (FFI) at the University of Veterinary Medicine, Vienna plans to provide increasing levels of advice and assistance for researchers to further promote acquisition of external research funding. In this context – much as in the past – all available research funding sources will be used:

- Competitive forms of funding
  - national sources
    - Austrian Science Fund (FWF), Vienna Business and Technology Fund (WWTF), Christian Doppler Society (CDG), Ludwig Boltzmann Society (LBG), Austrian Research Promotion Agency (FFG)
    - Government (ministries)
    - Provinces and municipalities (regional funding)
  - international sources
    - EU: Horizon 2020 and Structural Funds
    - European Research Council (ERC)
- Cooperative forms of funding, such as with industry, associations, foundations and funds

To further increase the international visibility of its research, the University of Veterinary Medicine, Vienna places a high importance on publishing in internationally renowned journals and will increase the number of publications in the top segment of journals in the respective fields. The Office for Research Promotion and Innovation (FFI) provides assistance, in particular to young academics, in devising publishing strategies and optimising the presentation of research results. The University of Veterinary Medicine, Vienna adheres to the principle of open access and will increasingly direct its attention to open-access publications. An open-access funding strategy is currently being implemented.

Furthermore, the University of Veterinary Medicine, Vienna plans to strategically promote international exchange and mobility programmes, publications and attendance at con-

gresses (see also Chapter 5.1.4 Promoting mobility of students and staff and 8.1.2 Strengthening of competence and career support in line with the strategic goals of the University of Veterinary Medicine, Vienna).

The University of Veterinary Medicine, Vienna actively engages in the national and international research landscape and seeks to increasingly place its experts within an international context (see also Chapter 5.1.3 Internationalisation of research). To actively participate in the development of the EU research agenda, the University of Veterinary Medicine, Vienna will develop a specific information and knowledge management for internal and external communication of its areas of expertise. This will form the basis for increasing participation in programming activities of the EU e.g. by manning EU task forces involved in programming activities with experts from the University of Veterinary Medicine, Vienna.

### 3.1.3. **Creating a specific profile through scientific support of young academics – internationally and in an integrated manner**

The University of Veterinary Medicine, Vienna will also focus on the systematic support of young academics as a central and visible cornerstone of its profile. In this context, special emphasis is placed on expanding funding and training for young scientists. The University of Veterinary Medicine, Vienna aims to optimise tried-and-tested methods from the beginning of studies to the post-doc phase:

- Strengthening of performance-based support of young academics
  - “talent scouting”: recognising potential at all stages of the academic and clinical career
  - special research funding schemes for young researchers (e.g. the “Young Investigator Programme”)
  - individual mentoring and career planning
- Introduction of new doctoral programmes (DKs) with a focus on basic and clinical research
- Expansion of the existing PhD programme and its adaptation to the research profile
- Creation of structures and procedures that allow the combination of PhD and clinical residency programmes
- Creation and addition of research positions for young scientists, within the post-doc programme for example, based on qualification agreements



## 3.2. Strategic goal: Identification of usable synergies and expansion of research cooperation

The University of Veterinary Medicine, Vienna regards itself as a partner with the expertise to connect issues and interests relating to veterinary medicine, human medicine and ecology. To identify internal and external cooperation as well as networking opportunities and to exploit potential synergies, the University of Veterinary Medicine, Vienna places emphasis on supporting specific information and knowledge management.

### 3.2.1. Strengthening inter- and transdisciplinary research

The University of Veterinary Medicine, Vienna views the specific subject combinations integrating basic research with applied clinical research as paramount for its future success. These specific combinations will enable in-depth understanding of processes, ensuring future research input to attain optimal health for people, animals and our environment as defined in the “one health” initiatives.

To further enable interdisciplinary research, the University intends to increase its cooperation with other universities. Specific appointment management in the form of double appointments ensures long-lasting cooperation and the creation of synergies (see also Chapter 8.3 Assignment of Chairs).

### 3.2.2. Expansion and increased shared use of internal and external research infrastructures

Concentrating expertise and resources is an essential instrument for the promotion of knowledge and technology development and transfer.

The University of Veterinary Medicine, Vienna aims to develop its technology platforms further and to increase their utilisation capacity. This is to be coordinated with the “core facilities” of other national and international research establishments.

Cooperation with the “core facilities” and large research infrastructure operators will be intensified, such as with the Campus Science Support Facilities (CSF) of the Campus Vienna Biocenter, the “Medical Imaging Platform (MIP)” of the Medical University Vienna, Life Science Vienna Muthgasse, the Research Center for Molecular Medicine Vienna (CeMM), the Institute of Science and Technology Austria (IST Austria), the Center for Medical Research (ZMF) in Graz, the Research Institute of Molecular Pathology (IMP), the University and Research Center Tulln operated jointly by the University of Natural Resources and Life Sciences Vienna and the Austrian Institute of Technology (AIT), the Austrian Agency for Health and Food Safety (AGES) and the Brno University.

In addition to improving quality assurance, the main areas in the further development of “VetCore”, the core facility of the University of Veterinary Medicine, Vienna, include

- the increased use of modern technologies in applied clinical research projects,
- strengthening of expertise in areas such as quantitative imaging, quantitative proteomics, single cell analysis and
- the identification of new, patentable technological trends.

Additionally, the University of Veterinary Medicine, Vienna aims to intensify the utilisation of its outposts: the teaching and research farm, the Research Centre for Reproductive Medicine for Farm Animals Wieselburg, the Graf Lehndorff Institute for Equine Science and the IFA Tulln.

Based on its expertise, the University of Veterinary Medicine, Vienna is well suited to the expansion of competitive large research infrastructures which can be developed and used in cooperation and coordination with partner institutions. The establishment of such infrastructures is largely dependent on the availability of additional funding.

- Level 3 safety laboratory (L3 laboratory) to ensure infection biology research in veterinary medicine and zoonoses in compliance with regulations relating to labour law and epizootic diseases
- Inter-university laboratory animal centre in Vienna – mouse house: (see also Chapter 8.3.3 Planned New Appointments until 2015, two Ludwig Boltzmann Foundation Chairs as double appointments in the field of Laboratory Animal Medicine). The so-called “mouse house” is to be established as a central facility in Vienna that supplies laboratory animal populations for the entire region. It will allow need-based breeding of laboratory animals according to the highest international and scientific standards for laboratory animals (FELASA, AALAS) as well as the preservation, hygienic restoration and phenotyping of laboratory animal populations. Furthermore, consulting services will be provided in issues relating to relevant regulations, animal protection and animal welfare as well as compliance with national and international veterinary and health regulations relating to the import and export of laboratory animals. This concentrated expertise forms the foundation for the implementation of the “3R principles” (replacement, reduction, refinement). The “mouse house” is intended to become part of the European network “European Mouse Mutant Archive” (EMMA) and provides access to valuable genetic expertise and resources that were generated over the past few years in the scope of the “Biomodels” initiative of the University of Veterinary Medicine, Vienna. The “mouse house” is already included in the governmental building development investment plan (Bauleitplan Ost) and a business plan has been drafted.
- Establishment of an Austrian ornithological station in the context of a new main area of research into the physiology of bird migration by the Department of Integrative Biology and Evolution located on Wilhelminenberg (see also Chapter 8.3.3 Planned New Appointments until 2015, Double Appointment “Animal Physiology – Focus on Ornithology”)



### 3.3. Strategic goal: Strengthening of knowledge and technology transfer

Within its main areas of research, the University of Veterinary Medicine, Vienna sees its responsibilities as being in the creation and propagation of economically and socio-politically relevant knowledge and patentable technologies.

#### 3.3.1. **Considering new socio-political challenges and strengthening the University's role as an innovator**

The University of Veterinary Medicine, Vienna seeks to strengthen its role as an innovator in veterinary diagnostics and treatment. It responds quickly and in a competent manner to new developments. It also actively shapes the market at the interface of basic research, translational research and applied research, thereby adopting a pioneering role among the Austrian universities.

The University of Veterinary Medicine, Vienna also acts as the central operating hub for new socio-political challenges such as epizootic diseases and zoonoses, ethical issues relating to human-animal interactions and animal protection.

#### 3.3.2. **Strengthening knowledge and technology transfer into the economy**

The University of Veterinary Medicine, Vienna strives to further the industrial utilisation of its expertise. The technology transfer team of the University of Veterinary Medicine, Vienna will continue to promote the exploitation of patentable and non-patentable expertise through cooperation with industry as well as by providing advice and support to spin-off enterprises.

Identification of exploitable research findings will be facilitated by means of active raising of awareness, specific training and one-on-one support. In this context, the University of Veterinary Medicine, Vienna will coordinate its efforts with other universities as well as regional and national initiatives and programmes. Furthermore, networks with relevant industries will be systematically expanded and supported through informational events and targeted exchange.

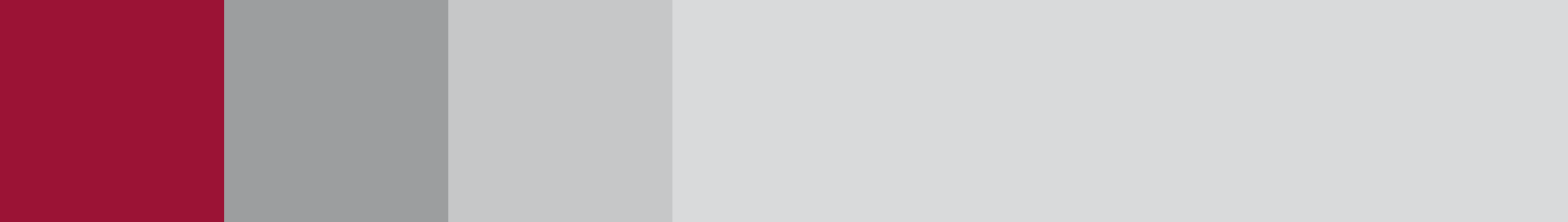
#### 3.3.3. **Strengthening science communication**

The University of Veterinary Medicine, Vienna seeks to convey the benefit of research and development to society through active knowledge and technology transfer and thereby raise awareness of their societal significance.

It promotes communication initiatives tailored towards specific target groups. In this sense, various dialogue formats will be developed, with a special focus on developments in the domain of new media.



Integration of society into science is strengthened by two sets of measures: The University of Veterinary Medicine, Vienna offers systematic training and continuing education in research communication for its academics in order to increase the scientists' understanding of the public and to improve communication between science and society. The University of Veterinary Medicine, Vienna will also increasingly address current issues of media interest and communicate successes.



## 4. University clinics and diagnostic facilities





The University of Veterinary Medicine, Vienna provides comprehensive, yet specialised, service distinguished by a high level of expertise and professional consulting service. The research-led and innovative treatment, prevention and diagnostic services are facilitated by state-of-the-art equipment and infrastructure.

The university clinics at the University of Veterinary Medicine, Vienna are referral clinics with a 24-hour emergency service and an emergency out-patient clinic. They see their socio-political obligation in providing clinical education and continuing education to veterinarians and animal keepers, in ensuring responsible care for animal patients and in providing excellent emergency care around the clock. The animal patients receive out-patient, in-patient and intensive medical care at the clinics. The university clinics of the University of Veterinary Medicine, Vienna make an active contribution to animal health, animal husbandry and welfare and public health through herd health management of livestock by means of their mobile clinic and together with practicing veterinarians, as well as in cooperation with food production companies. They feel a responsibility to offer services and advice in all issues relating to the individual animal and the animal stock based on recent research findings.

Clinical services are provided by the following clinics:

- Clinic for Small Animals
- Equine Clinic
- Clinic for Avian, Reptile and Fish Medicine
- Clinic for Swine
- Clinic for Ruminants

Unique in Austria within veterinary medicine, the Platform for Radiation Therapy in cancer treatment is available across all clinics, as well as the ScintiVet Platform within nuclear medicine diagnostics and treatment.

The diagnostic institutes and clinics offer a wide spectrum of specialised methods and comprehensive consulting services. They regard themselves as centres of excellence that integrate research findings into their scientific services, thus significantly contributing to knowledge and technology transfer in the development, optimization and validation of methods.

Based on the status quo, the strategic goals for 2020 are:

- Strengthening of the national and international position of the university clinics as centres of excellence
- Strengthening of the national and international position of the diagnostic facilities as centres of excellence

## 4.1. Strategic goal: Strengthening of the national and international position of the university clinics as centres of excellence

The University of Veterinary Medicine, Vienna strives to strengthen its unique position in Austria and to improve its international ranking by strengthening its profile, by integrating the services it offers with its main areas of research and by concentrating species-specific expertise.

The University of Veterinary Medicine, Vienna is aware of its socio-political mandate and its responsibility for the health of animals, humans and the environment and therefore strives to further position itself as a renowned centre of excellence for the research based examination of special issues relating to veterinary medicine. It seeks to cement its reputation as a competent point of contact and reliable partner for animal owners and veterinarians by applying target specific communication initiatives. As an organisation of experts, its goal is to take a leading role in setting clinical standards.

### 4.1.1. Concentrating species-specific expertise

To optimise the use of resources, processes and quality standards, expertise must be concentrated and human resources be used in a targeted manner in line with available competences. For this purpose, the University of Veterinary Medicine, Vienna aims to combine species-specific related organisational units into one common site and places particular emphasis on the subject-specific, structural and organisational implementation of species-specific clinics (see also Chapter 8.2.1 Adapting the organisational structure to the strategic goals of the University of Veterinary Medicine, Vienna).

In the area of farm animals, this focus also includes furthering the active integration of the teaching and research farm (see also Chapter 3.2.2 Expansion and increased shared use of internal and external research infrastructures and Chapter 4.1.6 Expanding the teaching and research farm into an educational site specialising in farm animals) and systematic expansion of herd visits and consulting services for agricultural holdings.

### 4.1.2. Strengthening of the position as a centre of excellence for small animals and horses

The university clinics of the University of Veterinary Medicine, Vienna will continue to strive to be regarded as client-oriented, competent clinics that optimally inform, advise and support practicing veterinarians and provide professional care to their referred animal patients. They have established specialized out-patient clinics and services that are renowned among veterinarians and animal owners. These clinics are to be developed further.

The University of Veterinary Medicine, Vienna has identified comparative medicine as a special point of interest with potential for excellence both nationally and internationally. In line with the “one health” principle, animal patients are to benefit directly from comparative



studies with human medicine, for example in oncology. The Messerli Research Institute is an important partner in this context due to its focus on comparative medicine.

#### **4.1.3. Strengthening of the position as a centre of excellence for farm animals**

To continue fulfilling its socio-political mandate in the areas of veterinary and human medicine and public health, the University of Veterinary Medicine, Vienna seeks to strengthen its position as a point of contact with regard to the highest expertise in all aspects of farm animal health and husbandry. This is particularly true for the fields of preventive veterinary medicine and food safety.

A special focus of interest is herd management, both by way of problem analysis and risk assessment at the farm as well as by providing consulting services domestically and internationally.

To further the visibility and the national and international potential for excellence in the domain of farm animal health, the University of Veterinary Medicine, Vienna will apply several measures:

- Expanding cooperation with food producing enterprises,
- Establishing additional research centres (K project and CEPO) and
- Intensifying existing cooperation, for example with animal health services and the Federal Ministry of Health as well as with other universities and faculties of veterinary medicine in Europe

#### **4.1.4. Strengthening and increasing professional expertise**

The University of Veterinary Medicine, Vienna facilitates development of its profile through specific and international recruiting and support of young academics. In particular the number of diplomats, internationally recognised specialist veterinarians, is to be increased to strengthen existing clinical expertise and further develop the residency programmes.

By linking research programmes and support schemes for young academics in clinical and basic research subjects, the University of Veterinary Medicine will better realise its potential for excellence in specific subject combinations and strengthen the research foundation in the clinics. Planned measures include:

- Increasing the number of visiting professors
- Creating adequate structural conditions for research time
- Expanding post-doc and PhD positions with a clinical orientation (see also Chapter 3.1.3 Creating a specific profile through scientific support of young academics – internationally and in an integrated manner)
- Development of a model that allows the combination of PhD programmes and residency programmes and

- Strengthening clinical research in cooperation with other (medical) universities (see also Chapter 5.2.1 Promoting specific cooperation in the areas of specialisation of the University of Veterinary Medicine, Vienna).

#### 4.1.5. Ensuring a representative animal case load for education and continuing education as well as scientific studies

The University of Veterinary Medicine, Vienna strives to comply with the requirements of the European Association of Establishments for Veterinary Education (EAEVE) with regard to the necessary case loads for ensuring an optimal and practice-oriented education in veterinary medicine. To position the institution as a centre for postgraduate education, it is essential to maintain a representative pool of animals for all relevant species.

The cornerstones are a top-level clinical education, safeguarding of clinical research and optimisation of clinical services through target group oriented training for all staff, especially in the area of client communication (see also Chapter 6 Quality management and quality assurance and Chapter 8.1.2 Strengthening of competence and career support in line with the strategic goals of the University of Veterinary Medicine, Vienna). This contributes greatly to the satisfaction of animal owners.

To further increase the diversity of its pool of animal patients, the University of Veterinary Medicine, Vienna will expand its cooperation with agricultural holdings and organisations, veterinarian associations, animal health services, breeding associations, sports clubs etc.

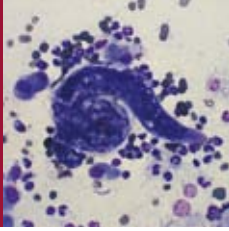
#### 4.1.6. Expanding the teaching and research farm into an educational site specialising in farm animals

With its teaching and research farm, the University of Veterinary Medicine, Vienna has a valuable infrastructure and unique position which needs to be strengthened and expanded. The goal is to establish an educational site for comprehensive education and continuing education as well as research in the areas of farm animals and food safety.

For this purpose, cooperation between the campus and the teaching and research farm must be strengthened by furthering the chain principle of “from stable to table” in food production. Intensification of teaching – especially advanced training – and the expansion of applied research projects at the teaching and research farm ensure optimal integration.

To explore the full potential of the teaching and research farm, the expansion to other relevant farm animal species is planned. Aside from the existing swine and ruminant stables and herds, after careful assessment of possible co-operations, the areas of poultry and bees could be added.

The University of Veterinary Medicine, Vienna also aims to further highlight the role of the teaching and research farm as an agricultural holding and to position it as a model and example as regards animal health, animal husbandry and animal protection.



In cooperation with the Federal Ministry of Health, the Federal Ministry of Agriculture, Forestry, Environment and Water Management, the research region of Lower Austria and agriculture, the teaching and research farm offers a model for evaluating different housing systems and their impact on animal health, production and welfare. In cooperation with the University of Natural Resources and Life Sciences Vienna, the potential of the teaching and research farm is to be further explored. In addition to animal husbandry, the teaching and research farm is to be established as a model farm in the area of grassland.

## 4.2. Strategic goal: Strengthening of the national and international position of the diagnostic facilities as centres of excellence

The diagnostic services offered by the University of Veterinary Medicine, Vienna are adapted to the needs of their clients. Through their high degree of innovation and specialisation, they actively shape the diagnostic services offered. Need assessments help to develop and offer specific diagnostic services for clinical and molecular issues. They increase the visibility of the expertise and of the services offered and help to develop innovative methods and formats to communicate the services on offer (see also Chapter 3.3 Strategic goal: Strengthening of knowledge and technology transfer).

### 4.2.1. Strengthening of the position as a centre of excellence for innovative and market-based diagnostics

By integrating basic research, translational research and applied research, the University of Veterinary Medicine, Vienna has the unique opportunity to offer innovative method and diagnostics development and diagnostic validation, while also facilitating the development of individual solutions for current issues in veterinary medicine. This unique visible characteristic of the University of Veterinary Medicine, Vienna is to be strengthened and expanded further. The development of diagnostic services for clinical and molecular issues based on a need assessment (e.g. in clinical units) and the targeted identification of patentable technological trends will support this process (see also Chapter 3.2.2 Expansion and increased shared use of internal and external research infrastructures).

The University of Veterinary Medicine, Vienna wants to strengthen its diagnostics platform, in particular through systematic concentration of its expertise, increasing its visibility, and through strategic knowledge and technology transfer.



# 5. Internationality, mobility, cooperation and networks





Due to the fact that the Vetmeduni Vienna is the only university for veterinary medicine in Austria, the international focus on teaching and research and the mobility of students and staff are naturally evident. National and international as well as inter- and trans-disciplinary cooperation and networking are of particular significance to the University of Veterinary Medicine, Vienna.

The University of Veterinary Medicine, Vienna believes that the quality of internationally attractive education and continuing education offerings and research cooperation must be given priority over the quantitative increase in mobility numbers and cooperation agreements.

The strategic goals for 2020 in the areas internationality, mobility, cooperation and networks are:

- Intensifying internationalisation
- Increasing cooperation density and networking

## 5.1. Strategic goal: Intensifying internationalisation

The University of Veterinary Medicine, Vienna seeks to increase its international appeal and visibility in order to act as a portal to the world for its students and staff and to better cope with the challenges of globalised scientific competition. The University of Veterinary Medicine, Vienna prioritises education and further training of its staff and the enhancement of a mobility-friendly organisational structure and administration as the key to successful international endeavours.

### 5.1.1. Expansion of the “international campus”

To retain its competitive edge in an increasingly globalised educational market, the University of Veterinary Medicine, Vienna must optimise its human resources, as well as social and logistic infrastructures in order to present itself as an “international campus”.

All levels of the University are committed to promoting a sustainable culture of internationalisation. This will facilitate conditions for Austrian and international students, as well as the faculty, congruent with international standards. The process of internationalisation is directed both internally and externally. The goal is to integrate all core areas of the University – education, continuing education, research, scientific services, administration and service provision – into this process. The most important factors that determine success are target group oriented continuing education, the introduction of individual, team and culture-oriented measures that further international competence, and furthering of communication and subject-specific expertise among staff (see also Chapter 7.2 Strategic goal: Expanding “diversity management” to improve the University’s competitive edge and Chapter 8.1.2 Strengthening of competence and career support in line with the strategic goals of the University of Veterinary Medicine, Vienna).

The University of Veterinary Medicine, Vienna sees its quality-oriented strategy as the foundation for recruiting international students, young academics and teachers of the highest calibre. International profiling of the academic offerings, internationally networked research, and strong international cooperation and partnerships are the cornerstones of the successful development of the University (see also Chapter 2.1 Strategic goal: The further development of academic course offerings and the advancement of graduates' skills, Chapter 3.1.2 Increasing international visibility and Chapter 3.1.3 Creating a specific profile through scientific support of young academics – internationally and in an integrated manner).

#### 5.1.2. Internationalisation of education and continuing education

The University of Veterinary Medicine, Vienna seeks to develop and expand its roster of academic course offerings in line with the targets of the Bologna Process and prioritises active participation in international, joint and foreign-language education, continuing education and training programmes (see also 2.1 Strategic goal: The further development of academic course offerings and the advancement of graduates' skills).

#### 5.1.3. Internationalisation of research

Through international placement of its experts (manning of EU task forces) the University of Veterinary Medicine, Vienna seeks to strengthen its influence on defining international areas of research (see also Chapter 3.1.2 Increasing international visibility and Chapter 5.2.1 Promoting specific cooperation in the areas of specialisation of the University of Veterinary Medicine, Vienna). For this purpose, intensified coordination with the ministries, the international Scientific Advisory Board of the University of Veterinary Medicine, Vienna and veterinary medicine networks is necessary, along with the creation of an internal administrative structure.

Furthermore, the University seeks to further advance international scientific cooperation by providing comprehensive support via the Office for Research Promotion and Innovation. This includes continuous identification and evaluation of content-specific and geographic areas of interest and institutions for scientific cooperation worldwide, and furthering participation in international research programmes and networks.

Comprehensive communication measures, in the areas of research and cooperation documentation in particular, and wide-reaching international job advertisements are to increase the appeal of the University of Veterinary Medicine as an employer.

In order to appoint internationally renowned scientists the University of Veterinary Medicine, Vienna employs an optimised appointment management system. International recruiting of young academics for the PhD and post-doctoral programmes, doctoral programmes and residency programmes is primarily based on qualitative criteria.



#### 5.1.4. Promoting mobility of students and staff

Specific measures are in place to allow students of the University of Veterinary Medicine, Vienna the chance to gain wide-ranging international experience, while at the same time providing attractive opportunities for international students. These measures include, for instance:

- Promoting stays abroad in the context of international programmes
- Improving implementation of national and international recommendations and guidelines for the supervision of international students

The University of Veterinary Medicine, Vienna seeks to promote international mobility of scientists through specific, individual agreements. International experiences are facilitated at an early stage for young academics, mobility in the context of PhD and post-doctoral programmes is supported and participation in international congresses and exchange programmes is encouraged.

At the same time, the goal is to increase the appeal of staff mobility by providing systematic professional support.

## 5.2. Strategic goal: Increasing cooperation density and networking

The University of Veterinary Medicine, Vienna aims to further intra-, inter- and trans-disciplinary cooperation with science and economics to competitively develop upon issues pertaining to veterinary medicine and related fields and to promote national and international visibility. The strategic placement of its experts and the use of respective networks are expected to form the basis of this strategy.

#### 5.2.1. Promoting specific cooperation in the areas of specialisation of the University of Veterinary Medicine, Vienna

As a foundation for cooperation, the University of Veterinary Medicine, Vienna seeks to develop a specific information and knowledge management and an adequate communication culture. This measure aims to communicate available expertise internally and externally and to identify new expertise, networks and potential cooperation partners. The number of co-operations is to be increased:

- internally between complementary subjects and basic research and clinical subjects
- externally with universities, government agencies, research institutions, economy/industry, as implemented in the form of “BIOS Science Austria”, the Messerli Re-

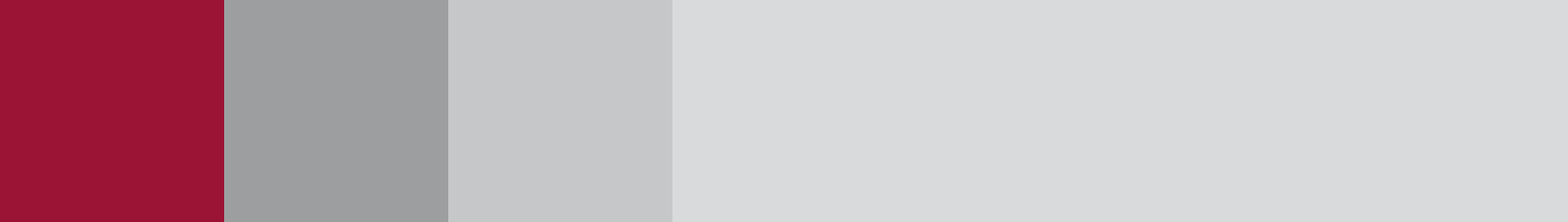
search Institute and the subjects of “farm animal health”, “organismic biology” and “laboratory animal medicine”

Other measures include the international strategic placement of experts in EU task forces (see also Chapter 3.1.2 Increasing international visibility and Chapter 5.1.3 Internationalisation of research) and the expansion and full utilisation of the academic research infrastructure (see also Chapter 3.2.2 Expansion and increased shared use of internal and external research infrastructures).

Through this consistent synergy of regional focuses, quality-based cooperation and international networking, the University of Veterinary Medicine, Vienna seeks to increasingly position itself as a national and international partner in research and education.

#### 5.2.2. Strengthening cooperation in the field of education

The University of Veterinary Medicine, Vienna seeks to strengthen its strategic cooperation in education, continuing education and didactics by expanding its academic course offerings to encompass joint international degree courses and through partnering in the initiative “Centre of Excellence for E-learning, Didactics and Educational Research in Veterinary Medicine” (see also Chapter 2.1.2 Introduction of new academic programmes – integrated, market-oriented and with an international focus and Chapter 2.2.3 Strengthening inter-university cooperation in the field of innovative didactics). In this context, it will coordinate its efforts nationally and internationally as best as possible and exploit synergies.



## 6. Quality management and quality assurance







While taking into consideration the Austrian Quality Assurance Framework Act, the University of Veterinary Medicine, Vienna adheres mostly to international standards and benchmarks in education, continuing education, research and scientific services. External evaluations conducted at regular intervals by recognised independent national and international institutions and experts complete the continuously growing internal quality assurance system.

The international evaluation of teaching has been safeguarded for many years by the European Association of Establishments for Veterinary Education (EAEVE). By expanding the evaluation process to include quality assurance and quality management, the University strives to comply with the Quality Assurance Framework Act.

Building on existing measures, quality assurance in the area of education and continuing education, the following measures are envisioned:

- Standardised admission procedures and concurrent quality assurance for
  - all academic programmes (Diploma, Bachelor's, Master's, Doctoral and PhD)
  - residency programmes, internally through the Residency Advisory Board and externally through the European Board of Veterinary Specialisation (EBVS) and the American Board of Veterinary Specialties (ABVS)
- Evaluation of faculty, methods of instruction, examination formats and courses with feedback and action plans (e.g. continuing education in didactics)
- Evaluation of learning outcomes through student surveys
- Teaching distinctions and incentives
- Peer review procedures for Master's, Doctoral and PhD theses
- Evaluation of projects in the post-doc programme
- Standard plagiarism verification for all final papers
- External evaluation and international ranking of the university library within the library index (BIX)

In the area of research, the University of Veterinary Medicine, Vienna provides continuous quality monitoring and assurance; internally through the Research Profile Area Board and externally through the international Scientific Advisory Board of the University of Veterinary Medicine, Vienna.

This continuous process of quality monitoring and assurance is complemented by a coordinated research evaluation conducted at regular intervals. This evaluation comprises a structured self-evaluation process with specific indicators and an on-site visit conducted by a group of international experts, enabling a detailed assessment of the University's research performance. It concludes with a report and recommendations made by the external group of international experts. The next research evaluation is scheduled for 2013.

Internal doctoral programmes (Initiative DKs) are reviewed externally by the Austrian Science Fund. Projects within the post-doc programmes are evaluated annually and may be optionally reviewed by external reviewers.



Additional quality assurance measures entail:

- Annual review and evaluation of publication performance (quality and quantity), number of citations and the amount of external funding raised
- Distinctions and incentives for publications and raised external funding (publication bonus, external funding bonus)
- Standardisation and additional quality assurance of research projects, as well as education and continuing education programmes related to animals, is conducted by the specially appointed Ethics and Animal Welfare Commission

For the university clinics and institutes offering diagnostic services, quality assurance and management is performed by way of external certification and accreditation and is complemented by client surveys with feedback and action plans at regular intervals.

- Certification according to ISO 9001 (overall or in part)
  - Clinic for Small Animals, Internal Medicine
  - Equine Clinic, Internal Medicine
  - Clinic for Swine
  - Institute of Pathology and Forensic Veterinary Medicine
  - Institute of Animal Nutrition
  - Institute of Immunology, Laboratory Medicine
  - Institute of Immunology, Clinical Virology
  - Institute of Parasitology
- Accreditation as reference laboratory according to the EU Directive 2006/88
  - Clinic for Avian, Reptile and Fish Medicine (laboratory diagnostics)
- Positive evaluation by the European Mouse Mutant Archive (EMMA)
  - Institute of Laboratory Animal Science
- Accreditation according to Directive 92/65/EWG
  - Insemination and Embryo Transfer Site

Based on the status quo, the strategic goals for 2020 in quality management and quality assurance are:

- Expanding integrated quality management on an internationally accredited level
- Ensuring international accreditation of the quality management system

## 6.1. Strategic goal: Expanding integrated quality management on an internationally accredited level

The University of Veterinary Medicine, Vienna strives to expand the quality management system for the entire University, with the aim of national and international accreditation.

One of the priorities is to integrate and harmonise existing quality assurance measures in education, continuing education, research, scientific and central services. Combining and integrating all measures allows the expansion of quality management for the entire University through the employment of management information systems. The aim of the University of Veterinary Medicine, Vienna is to implement a campus quality management system that ensures the necessary flexibility.

These measures are supported by the expansion of management instruments with the purpose of furthering excellence in all areas of the University of Veterinary Medicine, Vienna.

## 6.2. Strategic goal: Ensuring international accreditation of the quality management system

The University of Veterinary Medicine, Vienna will subject itself to additional external quality assurance procedures according to national and European standards to further develop quality at the University.

On an overall university level, this entails international evaluation and accreditation in line with the Austrian Quality Assurance Framework Act conducted by the European Association of Establishments for Veterinary Education (EAEVE). In 2012, the University of Veterinary Medicine, Vienna will undergo an EAEVE stage 1 audit and an EAEVE stage 2 audit as one of the first educational institutions for veterinary medicine in Europe. In the context of these audits, it seeks not only accreditation for the quality of its education, but also for its quality assurance measures in all core areas by an internationally recognised committee of experts.

In the areas of research and scientific services, measures for ensuring international accreditation of its quality management system comprise mainly of previously introduced measures, such as:

- Evaluation of its PhD programme through independent international experts
- Continuous evaluation of its research activities by international independent experts
- Maintaining its certification or accreditation as well as attaining new certifications in areas in which it is required

# 7. Equality policy and equal opportunities





The University of Veterinary Medicine, Vienna cultivates an organisational culture that considers diversity, gender, balance and equal opportunities as essential elements for increasing performance and for strengthening the University's competitive edge, and that addresses individuals with special needs individually and impartially.

The University of Veterinary Medicine, Vienna has proven itself as a pioneer in an academic context in this area. The following measures have proven successful:

■ **“Gender mainstreaming”**

- support and funding for continuing education measures, exchange programmes and grants introduced to remove certain career obstacles

■ **“Diversity management”**

- disabled-friendly access of the infrastructure and development of customised solutions for individuals with special needs
- promoting tolerance, appreciation and team building through coaching, seminars and leadership training

■ **Social permeability**

- supporting study progress and optimising conditions with the assistance of tutors and the Students Computer Centre
- affordable housing in close proximity

■ **“Work-life-balance”**

- “university and family” and “career and family” certificates ensure better balance between studies and family or career and family
- preference given to students with care-taking responsibilities regarding registration for certain courses
- parking provided free of charge for students with care-taking or professional responsibilities
- flexible work hours, home office
- individual solutions for returning to the job after a period of leave
- childcare initiatives
- health promotion initiatives

Based on the status quo, the strategic goals for 2020 for sustainably promoting and professionalising equality policy and equal opportunities are:

- Introduction of “gender budgeting” as a management instrument
- Expanding diversity management to improve the University's competitive edge
- Promoting measures to balance studies, career and family life

## 7.1. Strategic goal: Introduction of “gender budgeting” as a management instrument

Based on the definition of the European Council and the United Nations, the University of Veterinary Medicine, Vienna defines “gender mainstreaming” as the structuring, improvement, development and evaluation of decision processes based on the principle of equal rights for men and women in all areas and at all levels. The goal is to reach gender equality.

The University of Veterinary Medicine, Vienna seeks to achieve this goal by intensifying its method of “gender budgeting”. It will continue the implementation of the previously initiated gender mainstreaming process and anchor the equality principles underlying this process in a systematic and lasting manner across all levels of university.

The percentage of female students at the University of Veterinary Medicine, Vienna surpasses 80 per cent, while approximately 60 per cent of staff are female. However, only 20 per cent of all Chairs according to § 98 and § 99 of the Universities Act 2002 are filled by women. This reflects the overall trend in veterinary medicine in the entire European region. Specific measures that start with the support of young academics focus particularly on increasing the percentage of females among appointed professors and are already considered in the Female Advancement Plan. At the same time, the percentage of male study applicants is to be increased and teams are to be built with a balanced gender ratio.

### 7.1.1. Continuous consideration of “gender budgeting”

To develop a professional and consistent gender budgeting concept, the University of Veterinary Medicine, Vienna seeks to identify fields of action, for example in the domains education and continuing education offers, teaching and learning forms, research support, personnel development, organisational development and scientific services. In order to raise awareness for gender-related topics among students and staff gender-specific surveys, information measures and continuing education offers will be implemented.

The aim is to define indicators that help assess the gender-specific impact of gender equality policies and support initiatives. Expansion of resulting internal evaluations and the transparency of data relating to gender equality complete the measures planned by the University of Veterinary Medicine, Vienna in the area of “gender budgeting”.

## 7.2. Strategic goal: Expanding “diversity management” to improve the University’s competitive edge

The University of Veterinary Medicine, Vienna recognises and appreciates diversity of gender, age, religion, world views and ethnic background and seeks to use this diversity for the benefit of all concerned. It seeks to identify untapped potential by means of diversity management and to activate it in order to improve its competitive edge.

### 7.2.1. Ensuring equal opportunities in personnel development

The University of Veterinary Medicine, Vienna takes pride in its diverse staff and will strive to continue ensuring equal opportunities in all human resource processes. The full potential is to be explored by taking into account the diversity in working groups, as well as committees and collegial bodies.

At the same time, diversity requires target group specific offers, such as in continuing education, information and communication, and especially within leadership development.

Therefore, the University of Veterinary Medicine, Vienna also strives to intensify individual support in career and professional development. For young academics in particular, support is to be reinforced in the form of talent scouting, mentoring programmes and supervision.

## 7.3. Strategic goal: Promoting measures to balance studies, career and family life

The University of Veterinary Medicine, Vienna aims to develop sustainable, needs-based concepts and measures to better balance studies, career and family life (Work-Life-Balance”) and to thus enhance the University’s competitive edge.

### 7.3.1. Developing a family-friendly work structure

To stay true to its pioneering character, the University of Veterinary Medicine, Vienna seeks to promote flexible work time models and to enhance “dual careers” as an assertive, inter-university instrument for personnel recruiting.

Based on the “university and family” audit, existing measures for improving family friendliness are being further developed, in particular measures that facilitate returning to the job after a period of leave and more child-care offers. Based on its budget, the University of Veterinary Medicine, Vienna considers to establish a central point of contact and information to offer advice and support to families.



## 8. Personnel and organisational development





The University of Veterinary Medicine, Vienna sees itself as a forward-looking university that treats all employees with respect, supports individual talents and expects performance. In line with the core values of the University – competent, dedicated and responsible – it motivates its staff and encourages continuous innovation and improvement. Daily interaction between staff, students, researchers, animal owners and cooperation partners must be founded on respect, team spirit, willingness to cooperate, sense of responsibility, willingness to change and an optimal use of resources. It adapts its organisational structure in specific ways to ensure the best possible use of its staff and infrastructure and to promote performance capability.

The University of Veterinary Medicine, Vienna offers, for example, the module-based leadership programme “Leading Vet” particularly for professors and senior staff. It also provides coaching, a mentoring programme for young academics, PhD, post-doc and residency programmes and a wide range of continuing education to hone professional competence, communication, didactics and improve health. In addition the Vetmeduni Vienna provides regular support for its professors and senior staff with its “360° Leadership Feedback” programme.

In 2012, additional systematic and differentiated career models will be introduced for clinical and non-clinical, academic and general staff. Qualification positions will be developed further.

Based on the status quo, the strategic goals for 2020 in the domain of personnel and organisational development are:

- Furthering strategic personnel planning and personnel development
- Promoting a forward-looking, consistent organisational structure and communication culture

## 8.1. Strategic goal: Furthering strategic personnel planning and personnel development

The University of Veterinary Medicine, Vienna seeks to use its strategic personnel planning to ensure that a sufficient number of employees with the right qualifications are available at the right time and place. Additionally, staff receive support in developing expertise by way of differentiated and target group specific personnel development programmes so as to meet current and future requirements and the strategic goals of the University of Veterinary Medicine, Vienna.

### 8.1.1. Projection of future personnel measures in line with the strategic goals of the University of Veterinary Medicine, Vienna

First and foremost, the University of Veterinary Medicine, Vienna sees the basis for goal attainment in the determination of its future staff requirements, personnel need with spe-



cific personnel recruitment and staff development schemes. For this purpose, a qualitative and quantitative needs assessment in the areas of clinical and non-clinical, academic, technical and general staff must be conducted along with comprehensive career planning (see also Chapter 8.3 Assignment of Chairs).

By way of specific talent scouting and by identifying needs and requirements, employees will be used in accordance with their aptitude (see also Chapter 3.1.3 Creating a specific profile through scientific support of young academics – internationally and in an integrated manner and Chapter 7.2.1 Ensuring equal opportunities in personnel development).

To support the aforementioned measures, IT-based management information systems are being further developed (see also Chapter 6.1 Strategic goal: Expanding integrated quality management on an internationally accredited level).

#### 8.1.2. **Strengthening of competence and career support in line with the strategic goals of the University of Veterinary Medicine, Vienna**

The University of Veterinary Medicine, Vienna seeks to support, increasingly differentiate and individualise career planning. Due to the diversity of its staff, the University of Veterinary Medicine, Vienna is requested to develop clinical and non-clinical career paths, specialised education and continuing education models and to promote individual international exchange (e.g. by means of mobility programmes). This safeguards the increase of the potential for excellence of its staff.

Measures for career and education planning also include the conveying of:

- Expertise both within the specific discipline as well as at the interface to other disciplines by means of interdisciplinary and general knowledge
- Expertise with methods and techniques (see also Chapter 2.2.1 Strengthening didactic expertise as the basis for a competitive level of teaching)
- Social skills including willingness to cooperate, ability to integrate, communication and compromising, tolerance and impartiality, open-mindedness, transparency and fairness
- Management skills such as work structuring, time management and problem solving skills, ability to make decisions and sense of responsibility
- Strategic skills and leadership skills including
  - using strategic and managerial leadership and management instruments
  - quality of managing oneself and others and of being able to motivate
  - task delegation and responsibility, as well as
  - support of staff in alignment with their interests and talents



## 8.2. Strategic goal: Promoting a forward-looking organisational structure and communication culture

The University of Veterinary Medicine, Vienna prioritises the integrated and targeted design and development of its organisational structure. This serves as the foundation for efficient use of resources and differentiated personnel development. The aim is to promote an organisational structure that emphasises the University's current areas of interest and is flexible enough to reflect new areas of interest.

### 8.2.1. **Adapting the organisational structure to the strategic goals of the University of Veterinary Medicine, Vienna**

One of the most important factors for national and international success is the identification of the staff with the University of Veterinary Medicine, Vienna and its organisational structure. Therefore, the University of Veterinary Medicine, Vienna seeks to create organisational levels that are in line with its responsibility and necessary expertise and which can be practiced at all levels. The central organisational units are to be increasingly positioned and seen as support and service departments.

### 8.2.2. **Support of internal communication**

The University of Veterinary Medicine, Vienna seeks to use internal communication as a strategic instrument for increasing efficiency, transparency, as well as to promote dialogue and motivation.

The University of Veterinary Medicine, Vienna places a focus on cultivating an internal communication culture. A flexible and internal communication structure facilitates the exchange of information at an overall university level. Participation and internal communication is facilitated with the aid of internal, subject-specific project teams that communicate both horizontally and across all organisational structures, as well as with the university management and the collegial bodies.

Furthering specific information and knowledge management to identify and convey available expertise is an essential contribution to promoting communication (see also Chapter 3.2 Strategic goal: Identification of usable synergies and expansion of research cooperation and Chapter 5.2.1 Promoting specific cooperation in the areas of specialisation of the University of Veterinary Medicine, Vienna).

## 8.3. Assignment of Chairs

In the assignment of Chairs, the University of Veterinary Medicine, Vienna seeks to reflect the requirements of education according to international standards and mid-term development goals and to strengthen research, particularly in its Research Profile Areas and main areas of research.

Particularly in basic disciplines and related research areas, coordination and cooperation with other universities in Vienna is prioritised. A specific appointment management in the form of double appointments ensures sustainable cooperation and increases synergies. The University of Veterinary Medicine, Vienna uses cooperation with European veterinary medicine universities and faculties to attract expert knowledge to the University and to further connect the University internationally.

In order to respond to current developments and requirements, the University of Veterinary Medicine, Vienna will establish qualification posts for specific subjects. In the period 2013 to 2015, at least two positions per year are planned to be filled. The subjects which such qualification positions will be assigned to are selected based on evaluations and may also be developed into Chairs, according to § 99 and § 98, at the University of Veterinary Medicine, Vienna. This flexible instrument may result in an adaption of planned new appointments, particularly in the period 2016 to 2020 (see also Chapter 8.3.3 Planned new appointments until 2015 and Chapter 8.3.4 Planned new appointments from 2016 until 2020).

The number of positions assigned to Chairs according to § 99 para. 3 of the Universities Act 2002, was approved by the University Council. These Chairs are filled as required according to strategic criteria.

### 8.3.1. Currently filled Chairs

Effective: 12/31/2011

Title	Type of Chair	Cooperation	Continuous planning
Anaesthesiology and Perioperative Intensive Medicine	§ 98		re-appointment in the period 2013–2015
Animal Breeding and Genetics (75 %)	§ 98		
Animal Husbandry and Animal Welfare	§ 98		re-appointment in the period 2016–2020
Animal Nutrition – focus on Farm Animals	§ 99 (1)		advertised as “Farm Animal Nutrition and Feed Safety” according to § 98 in the period 2013–2015
Bacteriology and Hygiene	§ 98		



Title	Type of Chair	Cooperation	Continuous planning
Biochemistry	§ 98		re-appointment as "Protein Biochemistry" in the period 2013–2015
Biotechnology and Molecular Genetics	§ 98		
Botany and Food of Plant Origin	§ 98		integration of the subject in "Animal Nutrition"
Clinical Animal Nutrition (5 %)	§ 98		
Clinical Immunology	§ 98		
Comparative Cognition	§ 98	double appointment together with Medical University Vienna	
Comparative Medicine	§ 98	double appointment together with Medical University Vienna	
Equine Internal Medicine	§ 98		re-appointment in the period 2016–2020
Ethics in Human-Animal Interactions	§ 98	double appointment together with University of Vienna	
Exotic Species and Ornamental Birds – focus on reptiles (40 %)	§ 98		
Fish Medicine and Stock Management	§ 98		
Functional Microbiology	§ 98		
Herd Management for Ruminants	§ 98		
Histology and Embryology	§ 99 (3)		advertised according to § 98 in the period 2016–2020
Internal Medicine and Infectious Diseases	§ 98		re-appointment as "Internal Medicine Small Animals" in the period 2016–2020
Internal Medicine for Cloven-Hoofed Animals – focus on Swine Diseases	§ 98	double appointment together with Ludwig-Maximilians-Universität Munich	reduced to 20 % starting in 2012, contract expires in 2013
Laboratory Animal Science	§ 98		re-appointment in the period 2016–2020
Large Animal Surgery – focus on Equine Soft Tissue Surgery (5.88 %)	§ 99 (1)		expiration of contract in 2013; "Equine Surgery" currently being appointed (100 %)
Meat Hygiene, Meat Technology and Food Sciences	§ 98		re-appointment as "Hygiene and Technology of Food Products of Animal Origin" in the period 2016–2020
Molecular Food Microbiology and Zoonoses	§ 98		
Obstetrics, Gynaecology and Andrology	§ 98		

Title	Type of Chair	Cooperation	Continuous planning
Parasitology	§ 98		
Pathology and Forensic Veterinary Medicine	§ 98		
Pathophysiology	§ 98		
Pharmacology	§ 98		advertisement of “Clinical Pharmacology and Toxicology” according to § 99 (1) in the period 2013–2015; later evaluation based advertisement according to § 98
Pharmacology and Toxicology	§ 98		
Physiology – focus on Molecular Physiology, Medical Physics and Biophysics	§ 98		
Population Genetics in Veterinary Medicine	§ 98		
Poultry	§ 98		
Ruminant Medicine	§ 98		
Small Animal Surgery	§ 98		
Veterinary Public Health with a focus on Risk Assessment in the Food Industry (50 %)	§ 98		re-appointment as “Veterinary Public Health” in the period 2013–2015 (100 %)
Virology (50 %)	§ 98		
Wildlife Science	§ 98		
Zoological Medicine, Species Protection and In-situ Conservation	§ 98		

### 8.3.2. Chairs in the process of appointment

Effective: 12/31/2011

Title	Type of Chair	Cooperation	Continuous planning
Equine Surgery	§ 98		
Neuroendocrinology	§ 99 (1)		evaluation based advertising according to § 98 in the period 2016–2020
Swine Medicine (50 %)	§ 99 (1)		evaluation based advertising according to § 98 in the period 2013–2015 (100 %)
Virology	§ 98		

### 8.3.3. Planned new appointments until 2015

Title	Type of Chair	Cooperation	Continuous planning
Animal Physiology – focus on Ornithology	§ 98	double appointment together with University of Vienna	
Bee Diseases	§ 99 (1)	BIOS Science Austria	evaluation based advertising according to § 98 in the period 2016–2020
Diagnostics Imaging (reappointment)	§ 99 (1)		evaluation based advertising according to § 98 in the period 2016–2020
Ethology	§ 98		
Ludwig Boltzmann Foundation Chair for Laboratory Animal Medicine I	§ 98	double appointment together with Medical University Vienna; Ludwig Boltzmann Society	
Ludwig Boltzmann Foundation Chair for Laboratory Animal Medicine II	§ 98	double appointment together with Medical University Vienna; Ludwig Boltzmann Society	
Messerli Foundation Chair	§ 98	double appointment together with University of Vienna, Messerli Foundation	

Depending on the development of qualification positions adaptations may result (see also above Chapter 8.3).

### 8.3.4. Planned new appointments from 2016 to 2020

Title	Type of Chair	Cooperation
Animal Hygiene – focus on Antibiotics Resistance	§ 99 (1)	

Depending on the development of qualification positions adaptations may result (see also above Chapter 8.3).

# 9. Executive Summary







The present Development Plan comprises and describes all key focuses and goals of the University of Veterinary Medicine, Vienna which were elaborated jointly for the entire University and are valid until 2020. It serves as a compass for the University and defines the strategic basis complemented by the guiding principles of the University. The measures which are necessary for profile and university development and are designed to further successfully position the University of Veterinary Medicine, Vienna in the context of international competition are defined in the performance agreements with the Austrian Federal Ministry for Science and Research (BMWF). The Development Plan focuses on the core areas of education, continuing education and research, as well as the university clinics and diagnostic facilities. Further topics of interest are internationality and mobility, quality management, equality policy and equal opportunities, and personnel and organisational development. The core values of the University – competent, dedicated and responsible – form the foundation of the organisational culture and set the course for our actions.

**The University of Veterinary Medicine, Vienna teaches – education & continuing education:** As the only university of veterinary medicine in Austria, the Vetmeduni Vienna offers high quality, research-led international courses of study and continuing education with a substantial practical component. The University seeks to continuously develop the academic programmes it offers and thus hone the skills of its graduates. The University of Veterinary Medicine, Vienna focuses on the requirements and needs of the market, cooperates with other universities, while also taking into consideration international standards.

The next curricula generation will prioritise “student-centred learning”, vertical integration of teaching contents and the early training of clinical-practical skills (skills lab). Additionally, subjects have been identified for new Master’s degree programmes which will be realised on a needs basis with a view to the economy and the labour market.

Prospective students will be able to gain a realistic insight into the academic course offerings, the graduate profile and possible career options by way of active and target group specific communication. Alumni will be increasingly addressed and encouraged to provide feedback on education at the University. The University of Veterinary Medicine, Vienna commits to restricted admission system to ensure a quality-based selection of students.

The University places emphasis on the value of teaching. By developing didactic expertise of teachers through specific training, an innovative and interactive range of education programmes can be established. Project-based inter-university cooperation helps gain new insights into educational research, the results of which are used to improve didactic education for teachers.

Postgraduate continuing education programmes in veterinary medicine are further professionalised in the form of internships and residencies as well as new university courses, a programme for veterinarians returning to veterinary practice etc. according to the necessity of lifelong learning. In addition to these specialised continuing education programmes, the University of Veterinary Medicine, Vienna also reaches out to the interested public and meets its social responsibility with information offerings and events for specific target groups.



**The University of Veterinary Medicine, Vienna researches – research, knowledge and technology transfer:** The University of Veterinary Medicine, Vienna combines excellent basic research in veterinary and biomedical sciences as well as applied and clinical research.

The research activities focus on main areas of research in line with the five Research Profile Areas. Internal research financing serves as an incentive for competitive funding and supports young academics in particular. In keeping with the paradigm of “defining future focus areas and strengthening strengths”, the veterinary medicine specific research profile is to be strengthened further based on Research Profile Areas and main areas of research. Basic is to be further interlinked with clinical research to thus position the University nationally and internationally.

Profile development goes hand in hand with systematic support of young academics – talent scouting, strengthening of PhD and post-doc programmes including personnel and career development, qualification positions. The increasingly strategic international positioning of its experts, publications in internationally renowned journals and an emphasis on open-access publications promote the international visibility of the University of Veterinary Medicine, Vienna.

To investigate research-relevant, inter- and trans-disciplinary issues in a targeted manner, the University of Veterinary Medicine, Vienna strives to intensify interuniversity cooperation. These synergies are reflected on the one hand in appointment management (double appointments) and in a commitment to the shared use of research infrastructures (core facilities), on the other. The University of Veterinary Medicine, Vienna seeks to step up the utilisation of its central technology platform “VetCore” and of the University outposts (e.g. teaching and research farm). To further develop competitive large research infrastructures, the University of Veterinary Medicine, Vienna and its project partners are focussing on establishing an L3 safety laboratory, the Vienna-based inter-university laboratory animal centre Mouse House and the Austrian ornithological station at the research location Wilhelminenberg. To realise these projects special funding is needed. Internationally, the University of Veterinary Medicine, Vienna participates in large research infrastructures such as the “European Mouse Mutant Archive” (EMMA).

Research at the University of Veterinary Medicine, Vienna stimulates research-led innovation in veterinary medical diagnostics and treatment. Furthermore, research results and their (economic) exploitation contribute to solving the social and health-political challenges of the 21st century. Scientific communication and in particular the utilisation of dialogue formats and social media support and strengthen knowledge and technology transfer toward the general public.

**The University of Veterinary Medicine, Vienna heals: The university clinics and diagnostic services** with their comprehensive and highly specialised service and consulting offers assume a key role in teaching and research. The university clinics of the University of Veterinary Medicine, Vienna see their socio-political mandate primarily in the clinical and continuing education of veterinarians and in ensuring responsible care of their animal



patients. They actively contribute to animal welfare and veterinary public health and offer services and advice on all questions regarding animals and livestock based on recent research findings. The University of Veterinary Medicine, Vienna strives to strengthen its unique position in Austria and to further its international ranking by delineating its clinical profile, by integrating its scientific services with its main areas of research as well as by concentrating species-specific expertise.

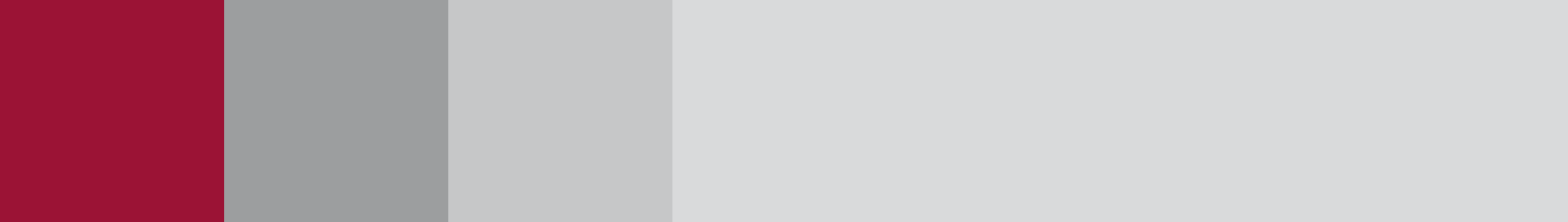
The specialised out-patient clinics and the clinical and diagnostic facilities see themselves as client and service-oriented centres of excellence. They actively shape their services through their high degree of innovation and specialisation. The university clinics position themselves foremost with a Centre of Excellence for Small Animals and Horses and a Centre of Excellence for Farm Animals. In this context, the teaching and research farm, which is to be expanded into an educational facility for farm animal health and food safety and which will serve as a model for agricultural holdings, must be highlighted. Expertise necessary for clinical practice requires specialists that are recruited internationally and honed internally by systematic support of young academics. A central element of a top-level education in veterinary medicine is a representative pool of patients.

**Internationality, mobility, cooperation and networks:** The University of Veterinary Medicine, Vienna seeks to increase its visibility internationally, along with promoting the mobility of its students and staff and assessing whether its areas of interest are in line with the international research agenda. With its commitment to developing an international campus, the University aims to keep up with the international standard of education and knowledge provision, as well as meet internationalisation requirements at all levels and position itself successfully among the international competition. This is taken into consideration (amongst others in the form of cooperations) in the context of academic programmes, research and mobility programmes.

**Quality management and quality assurance:** The University of Veterinary Medicine, Vienna adheres to international standards for all of its activities. Internal quality assurance measures conducted at regular intervals and external evaluations, certifications and accreditations by recognised, independent, international institutions ensure the quality of teaching, research and scientific services.

**Equality policy and equal opportunities:** The University of Veterinary Medicine, Vienna is aware that every employee contributes to the success of the University. Differences and skills are valued and utilised, people with special needs receive individual support. The principles of diversity, gender, balance and equal opportunities are reflected in the organisational culture. Gender budgeting as a management instrument anchors gender equality in a systematic and lasting manner. The University employs increasingly varied instruments of diversity management to recognise potential and to support and challenge employees in line with their skills and talents. The compatibility of studies, career and family life is continuously improved with adequate measures such as dual career and the “university and family” audit.

**Personnel and organisational development:** A university's performance is determined by its key resource, its staff. This requires, on the one hand, strategic personnel planning and, on the other, conditions that allow talents and abilities of employees to be recognised to optimally foster and develop them further in a differentiated manner. Assignment of Chairs is based on the requirements of international teaching standards and mid-term research goals. The University of Veterinary Medicine, Vienna promotes the best possible development of its staff through specific personnel and career development initiatives. A flexible organisational structure and efficient internal communication ensure the University's performance.



# 10. Glossary





### **360° Leadership Feedback**

This personnel development method is used to evaluate leadership skills from various perspectives. Employees, supervisors, colleagues and/or clients provide feedback to generate a comprehensive 360° view which can be compared to the self-concept of the leader.

### **3Rs**

3Rs stands for replacement, refinement and reduction. They define ethical conduct for animal studies. The goal must be to replace such studies, to improve them or to reduce their number. This principle was introduced in 1958 and is widely acknowledged.

### **AALAS**

AALAS stands for “American Association for Laboratory Animal Science”. This association promotes the responsible handling of laboratory animals that are used in scientific studies for the benefit of humans and animals.

### **Bologna / Bologna Declaration / Bologna Process**

The declaration establishing the European Higher Education Area was signed in the Italian city of Bologna. The resulting Bologna Process was initiated to introduce a system for improved comparability of university degrees. It also promotes mobility of students, teachers and researchers and ensures a high quality education.

### **CEPO**

“CEPO” stands for “Centre of Excellence for Poultry”. This centre of excellence is a joint cooperation between the University of Veterinary Medicine, Vienna and the Georgikon Faculty of the University of Pannonia. The objective of the project is to combine topics such as poultry feeding and poultry health and to present the findings for practical application.

### **Core facility**

“Core facilities” are central research facilities with state-of-the art technology and special expertise that are available for the entire university. The objectives of such core facilities include the concentration of resources and increasing of efficiency.

### **Diplomates**

Diplomates are internationally accredited veterinary specialists. This accreditation is acquired through an examination by special colleges. In Europe, colleges for veterinary medicine are coordinated by the “European Board of Veterinary Specialisation” ([www.ebvs.org](http://www.ebvs.org)). Veterinarians completing such training are referred to as “residents” (see *ibidem*).

### **Diversity management**

Diversity in an organisation refers to diversity in gender, age, marital status, ethnic background, language and disabilities of the staff. Diversity management as an organisational strategy takes account of diversity, addresses it actively and aims to explore its potentials.

### **Dual career**

“Dual careers” is a strategy for couples with equally high qualifications and professional aspirations who do not want to give up family life. However, this desire is often in conflict with specific requirements of a career in academia such as international mobility. Therefore, as a recruitment policy, universities are increasingly providing special offers for such couples.

### **EAEVE**

EAEVE stands for the “European Association of Establishments for Veterinary Education”. It is responsible for the evaluation of the veterinary medicine education and its quality-based further development. In this context, the universities and faculties must undergo a comprehensive evaluation process, conducted at regular intervals, to receive international accreditation.

### **ERC**

The “European Research Council” is part of the 7th EU Framework Programme for Research and Technological Development. The ERC funding programmes are designed for individual teams of researchers. They are selected based on their scientific quality assessed by independent reviewers.

### **EU programming activities**

Joint research strategies and programmes developed at the EU level to ensure that research in respect to major societal challenges – such as food supply – is internationally coordinated to increase efficiency.

### **EU task forces**

EU task forces comprise experts and/or lobbyists who deal with topics that are relevant for the future at the EU level. Their work results are thought to form the basis for strategic measures of European institutions, such as in the area of research funding.

### **FELASA**

FELASA stands for the “Federation of Laboratory Animal Science Associations” which represents the interests of such associations EU wide. The FELASA also develops and publishes guidelines and recommendations; furthermore, it awards accreditation for education and continuing education programmes in laboratory animal science.

### **From stable to table**

This approach ensures that the individual areas in the production of animal-based food are not considered in an isolated manner with regard to public health and food safety. The entire food chain and its individual components are considered, from animal feed to breeding and animal husbandry, to slaughter and food processing up to the final utilisation by the consumer, because dangers can arise, be increased or reduced at different elements of the chain. “Integrated food safety” or “from farm to fork” refer both to the same concept.



### **Gender budgeting**

Gender budgeting was designed to show gender-specific effects of budgetary decisions, both regarding income and expenses. This process forms the basis for a fair distribution of the budget between both genders.

### **Gender mainstreaming**

Gender mainstreaming refers to the organisation, improvement, development and evaluation of decision processes for both genders in all areas and at all levels. The goal is to reach gender equality.

### **Interdisciplinary research**

Interdisciplinary research means that more than one research discipline is involved in solving a problem. Various approaches and/or methods from the disciplines involved are applied to arrive at one jointly developed solution.

### **Internship**

Internships are one-year advanced university courses that provide clinical training for veterinarians and which form the basis for specialised training in the form of a residency.

### **K project**

K projects are special funding schemes that integrate partners from academia and economy. They are funded by the Federal Ministry for Transport, Innovation and Technology and the Federal Ministry of Economy, Family and Youth and coordinated by the Austrian Research Promotion Agency (FFG) in the context of the “Competence Centres for Excellent Technologies (COMET)” programme.

### **Lifelong learning (LLL)**

According to the traditional understanding, learning concludes with the end of school or university education. This principle is contrasted by the concept of “lifelong learning”: The goal is to provide lifelong learning opportunities for people to allow them to adapt to a constantly changing work environment. Universities are not only required to offer traditional courses of study, but also continuing education programmes for their graduates and other target groups.

### **Mobile clinic**

The mobile clinic is a special facility of the University of Veterinary Medicine, Vienna located at the Kremesberg teaching and research farm. The staff provides care for animal stocks in the proximity of the teaching and research farm in collaboration with practicing veterinarians, integrating students into the clinical practice to provide an education with a strong practical component.



### **One-health approach**

This approach shows that human and animal health cannot be seen isolated from each other. As a result, human and veterinary medicine are closely connected, which is why this is referred to as the “one-health” approach. Based on this principle, international and national initiatives promote cooperation between experts in human and veterinary medicine and related disciplines.

### **Open access**

“Open access” refers to the unrestricted access to scientific information on the Internet free of charge. As opposed to traditional journals, the publication costs are not paid by the publishing companies, but by researchers, funding providers or libraries.

### **Organismic biology**

The subject of organismic biology is the entire organism, comprising anatomy, physiology, behaviour and evolution. It is the integrative interface between cellular and molecular biology and population biology and ecology.

### **Research Profile Areas**

The research Profile Areas of the University of Veterinary Medicine, Vienna are an instrument for delineating the profile of the University. They don't coincide with the main areas of research, but they help to structure research interests. The main areas of research can be assigned to one or more Research Profile Areas.

### **Residency / residents**

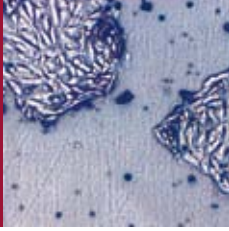
“Residencies” offer specialised training in veterinary medicine over the course of a number of years. “Residents” are veterinarians in specialised training. Upon passing of the examination, graduates attain the status of “diplomates” (see above), internationally accredited specialist veterinarians.

### **Scientists' understanding of the public**

To successfully communicate, it is necessary for scientists to develop an understanding of the public and its concerns. Conversely, the public is called upon to develop an understanding of science.

### **Skills lab**

A skills lab is a specially equipped classroom where clinical-practical training is provided in small groups under simulated conditions. Students are given the opportunity to practice skills with models, before treating real patients in order to strengthen new skills.



### **Student-centred learning**

“Student-centred learning” is result-oriented learning which takes into account individual student needs. Students are encouraged to actively participate and design their studies. Learning outcomes are defined in line with the curriculum objectives and determine the style of instruction and the mode of performance assessment. Students are encouraged to critically question learning content and to use all available tools.

### **Talent scouting**

The aim of “talent scouting” is to identify talents and to recruit them as employees for specific tasks. This does not only refer to individuals outside of the organisation, but also to existing members of staff or – as is the case with universities – to students of the university.

### **Teacher-centred learning**

Teacher-centred learning focuses on the content that has to be taught. “Student-centred learning”, on the other hand, focuses on the learning outcomes (see “student-centred learning”).

### **Train-the-trainer concept**

According to this concept, potential within the organisation is activated by supporting experts to internally convey their knowledge in seminars and training courses.

### **Transdisciplinary research**

Transdisciplinary research combines both science and practice. Here, the subjects of interest are not scientific questions, but issues that are relevant to society. Transdisciplinary projects combine multiple disciplines and integrate socio-political and scientific-analytical decision making and problem solving processes.

### **Translational research**

Translational research is at the interface between basic and applied research and develops basic scientific research findings for actual applications.

### **Translational medicine**

Similar to translational research, translational medicine is the combination of pre-clinical and clinical practice. Pre-clinical research findings help to design studies involving real patients.

### **Umbrella projects**

Umbrella projects are comprehensive, inter- and transdisciplinary research projects involving several interconnected working groups that focus on one fundamental problem.

### **Work-life balance**

“Work-life balance” stands for the balance of work and family life: a concept that is supported by the employer with specific initiatives. These include measures that help to better balance career and family or studies and family, as well as health promotion measures in the workplace.

### **Zoonoses**

Zoonoses are infectious diseases that are naturally transmitted from animals to humans or vice versa. They can involve bacteria, viruses, fungi and other pathogens.