



# DEPARTMENT OF VETERINARY MEDICINE UNIVERSITY OF BARI



# STRATEGIC PLAN

2015  
2020

## PREFACE

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In accordance with the European Directive 2005/36/UE and the current national legislation (Law n. 240/2010, D.M. 47/2013) and based on the final decision of the ECOVE regarding the visitation to the Department of Veterinary Medicine (DVM) of the University of Bari (Italy), the Council of the DVM undertook a careful analysis and discussion in order to better define the strategic objectives of the Veterinary Medicine course.

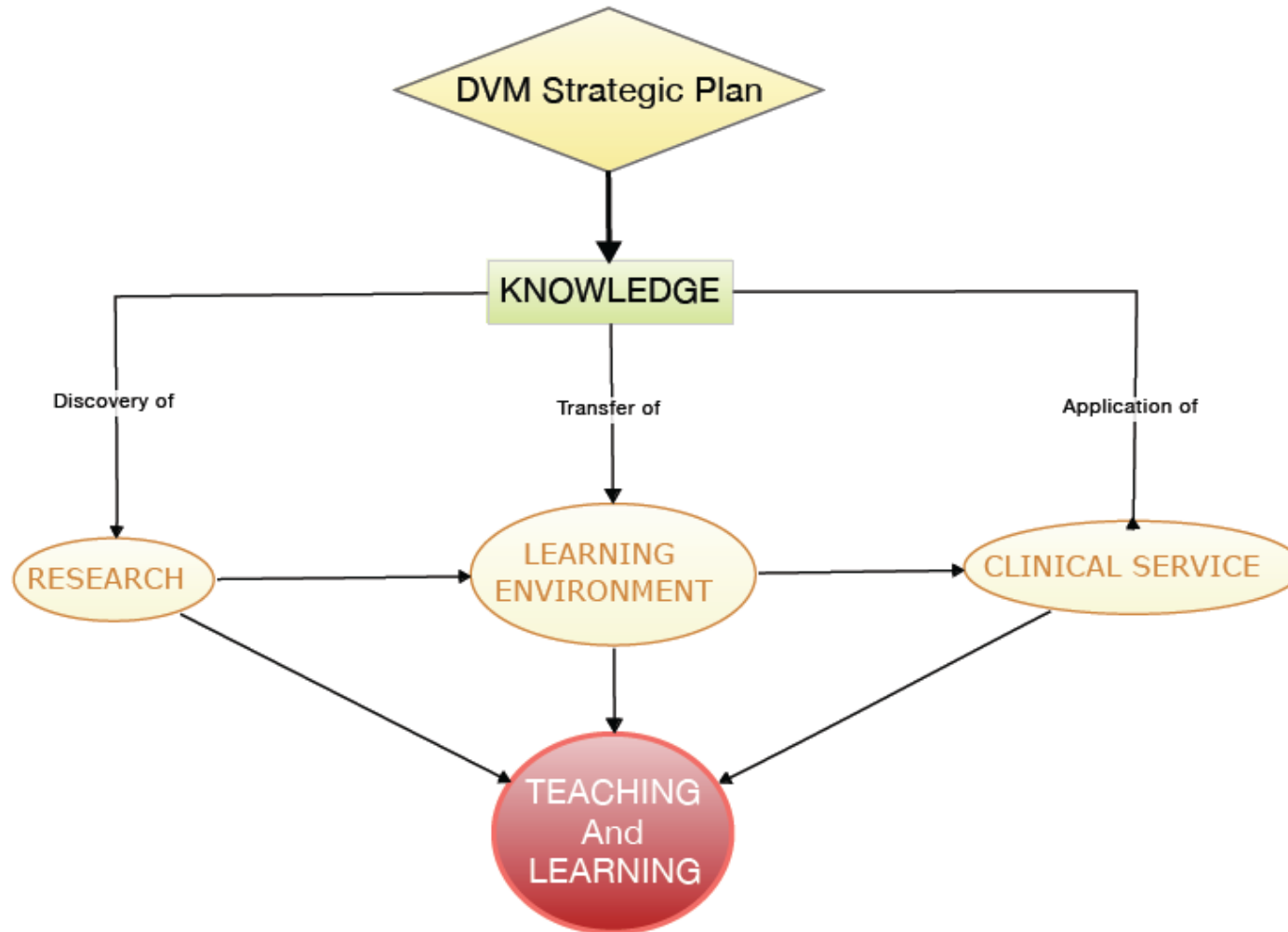
The strategic plan should drive the DVM to represent a thorough model that could be also followed by other courses of Veterinary Medicine in Italy and in other European Countries. Amongst the priorities in the following, teaching is well acknowledged for its central role in the whole strategic plan (Figure 1).

The six priorities of the DVM strategic plan are:

1. Teaching and curriculum
2. Diagnostic and clinical services
3. Finances and infrastructure
4. Research
5. Community outreach (Third Mission)
6. Communication and marketing

In the forthcoming future, it is also essential that the DVM continues to expand its position in a rapidly developing market place by including new plan focuses which address community outreach on a local,

regional, national and international level and must be committed toward public health, the health and welfare of animals, and the protection of indigenous wildlife.



**Figure 1: Integration of major priorities at the DVM, University of Bari.**

# STRATEGIC PLAN

## Section 1:

Mission, Vision  
and Value

2015

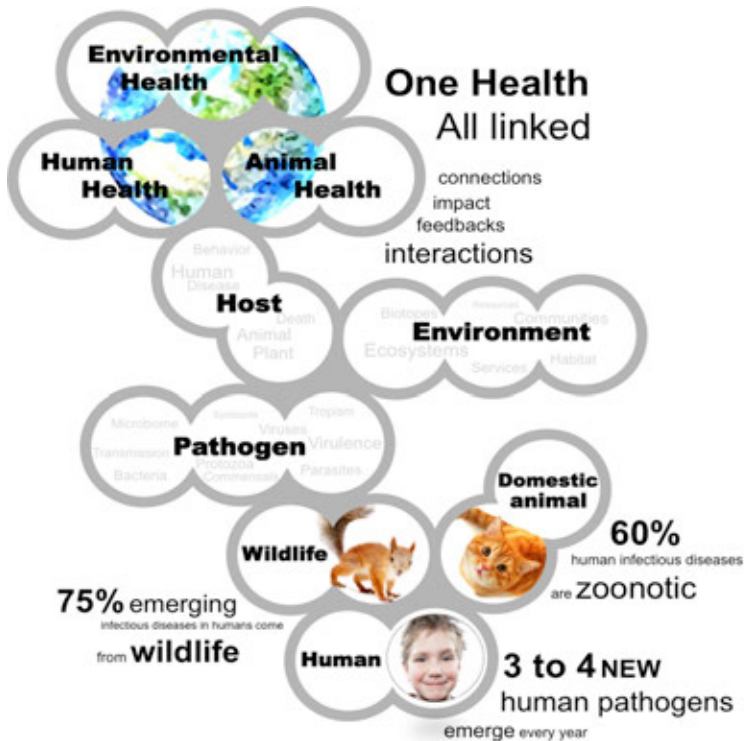
2020

# Department of Veterinary Medicine

## University of Bari

### MISSION

The **mission** of Department of Veterinary Medicine (DVM) is to educate students, discover scientific knowledge, and advance research in One Health Medicine by proposing an interaction between human and animal health to produce benefits to both fields.



### VISION

The mission will be accomplished by providing:

- ✓ adequate, ethical research based on veterinary training, in basic and applied research and innovation in the various subjects of the veterinary science.
- ✓ services to members of the veterinary profession and the community as a whole.

## VISION

✓ The strategic plan of the DVM is designed to assist and direct the course with professionalism, in order to meet its strategic challenges while continuing to achieve excellence in education. Under this perspective, the main aims will be:

- ✓ to strive for continuous quality improvement, individually and collectively;
- ✓ to apply new concepts, ideas and creative approaches to teaching and research;



✓ to promote teamwork, acknowledging the important role of each member of the teaching and administrative staff, technicians, external tutors as well as students;

✓ to conduct ourselves with honesty and integrity, always embracing racial, cultural, and gender and sexual orientation diversity.



# STRATEGIC PLAN

## Section 2:

Priority

areas

2015

2020

# Department of Veterinary Medicine

## University of Bari

### Strategic Plan

2015 - 2020

The DVM envisions itself as an empowered and diversified organization whose mission is to educate students, discover new knowledge, and advance human and animal well-being. The strategic plan of the DVM is designed to assist and direct the college in meeting its strategic challenges while continuing to achieve performance excellence. The strategic plan is based on **six general strategic priority** areas:

1. Teaching and curriculum
2. Diagnostic and clinical services
3. Finances and infrastructure
4. Research
5. Community outreach (Third Mission)
6. Communication and marketing



The DVM's 2015-2020 **strategic plan** includes for each of the **six strategic priority** areas, primary **goals** toward reaching performance excellence. All goals in teaching, research, service, outreach are integrated within and functional to the learning curriculum. Each goal in the DVM strategic plan has several **objectives**, which will drive the future actions of the DVM through well-defined **operational strategies** (Table 1).

These actions ultimately will lead to improve teaching and research activities of the DVM through:

1. A compliance of the teaching curriculum to the needs of students and of the society.
2. The promotion of the research as a condition for improving the quality of teaching.
3. The development of academic staff based on the self-evaluation AQ.
4. Advancement of technology in teaching.
5. An increase of outreach services through academic expertise, research and clinical services.
6. The enhancement of the DVM's social role.
7. Development of initiatives to enhance human and animal welfare.

8. Promotion of the DVM, under the context of international networks, within the human and veterinary medicine disciplines.
9. Improvement of the external relationships with customers and stakeholders.
10. Improvement in number of European Diplomats, graduate and postdoctoral training.

The DVM continues to be financially challenged in relation to supporting its infrastructures and the general organization such as in the case of the VTH, particularly as a consequence of lack of adequate funding and human resources.

However, over the last few years the DVM has increased the number of external incomes through sponsorship and external services in different subjects. For example in the 2013 SER the outreach area was only marginally represented. Nowadays, the DVM outreach has been largely implemented not only to expand teaching, research and service missions but also to serve local, regional, national and international communities through a number of initiatives (see below).



**Outreach:** The strategic plan directs the college to clearly define “outreach” (Third Mission) and to use technologies (e.g., development of app and websites) to disseminate knowledge to the community at all levels. Highlights of DVM in outreach should be the promotion of lifelong learning for all constituents, the strengthening of public health and biosecurity activities, the support of animal welfare initiatives, and development of an international veterinary networking program.

**Communication and Marketing:** The DVM has identified a need to continuously assist communities in Apulia Region and the whole nation. Indeed, since excellence in communication is a vital part for delivering a professional service, the strategic plan in communication and marketing seeks to increase the DVM presence in both Apulia and the nation through better communication efforts and outreach. This is pivotal to improve external incomes.



The DVM strives to fulfil the major priorities presented in the Strategic plans as main mission toward the promotion of excellence and continuous improvement. Therefore, the DVM will proactively continue to improve and progress in order to protect and advance human and animal well-being.

<b>Strategic Priority Area (SFA)</b>	<b>Action Step</b>	<b>Action Plan</b>	<b>Measures</b>
<b>Education</b>	Provide quality education to students, graduate students, professionals & the public to meet social needs	Continual review and improvement of the curriculum Development in teaching	Student Performance Student Satisfaction Customer Satisfaction
<b>Research</b>	Create research programs with national and international prominence	Identify emphasis areas Increase research activity	Number of research projects & proposals Research funding Research publications ANVUR evaluation
<b>Outreach and Service</b>	Provide 'added-value' service to the public through academic expertise in teaching, research and clinical service.	Expand clinical services Provide lifelong learning opportunities Develop international programs for DVM Address human and animal welfare and security	Customer satisfaction Number of outreach projects and their impacts
<b>Communication</b>	Expand the dissemination of knowledge to communities.	Develop a marketing plan Use technology to transfer information Develop group interactions	Media exposures Completion of a marketing plan Technologic

		with constituents	advances
<b>Infrastructure</b>	Assure financial stability and organizational growth and development	Develop funding sources Career development Compensation plan Facilities organization Workplace development	Funds generated Number of peers accomplishing the career path Personnel workplace satisfaction New facilities

**Table 1: Strategic Priority Areas along with action steps and plans. Specific measures are also reported as explanatory examples.**

# STRATEGIC PLAN

## Section 3: Goals

2015

2020

The six strategic priority areas (i.e., teaching, diagnostic and clinical services, finances and infrastructure, research, community outreach and communication and marketing) included in the strategic plan will be operated through the achievements of primary goals with specific objectives.

**1. Goal - Strengthen all teaching programs to meet the needs of veterinary students, interns, clinical residents, and graduate students and society.**

1.1 Develop and implement a new curriculum and improve all of the Course Degree's training programs (core-career focused-re-tooling).

1.2 Develop teaching evaluations operating when programs are in place.

1.3 Review the prerequisites and qualifications for entering the professional curriculum.

1.4 Advance the use of technology as a tool to improve/expand the Course Degree's teaching mission.

1.5 Promote a positive teaching and learning environment (quality

of life, diversity, professionalism).

1.6 Ensure the necessary resources for high quality teaching programs (faculty and staff, facilities, suppliers, partners, and review).

1.7 Maintain quality educational, diagnostic, and clinical experiences for professional students and post-graduate trainees

1.8 Define social needs (Clinical, public health, research).

**2. Goal - Provide advanced clinical and diagnostic services in the veterinary teaching hospital (VTH) and state diagnostic laboratory system.**

2.1 Identify develop/expand topics in clinical service and diagnostic services.

2.2 Ensure that the services have the support and infrastructure to meet the needs of society.



2.3 Maximize revenue while maintaining an appropriate emphasis on teaching.

2.4 Dissemination of knowledge and techniques in advanced



diagnostic and clinical services.

2.5 Promote continuing professional development for all teaching and clinical staff.

2.6 Development of a specific business plan for the hospital with the aim to improve the self-financing capability of the structure.

### **3. Goal – Develop the finances and infrastructure to support all mission areas of the DVM.**

3.1 Strengthen the infrastructure of the DVM through development and support of all personnel.

3.2 Increase total service derived revenue.

3.3 Increase annual research funding.

3.4 Increase private support and sponsorship.

3.5 Improve the spending review activities.

### **4. Goal – Strengthen the research reputation of the DVM at both national and international levels.**

4.1 Create and promote applied, basic, and translational research programs of national and international prominence.

4.2 Strengthen the internationalisation of the DVM research by promoting the researchers' mobility and improving the ability to

publish research findings on peer-reviewed international journals and to access European research grants.

4.3 Strengthen the research activities of the less productive groups by addressing gaps linked to financial, structural and human resources, promoting the acquisition of new skills and scientific abilities, and improving the collaboration and integration with productive groups within the DVM.

4.4 Increase graduate and postgraduate education in applied, basic and translational research.

**5. Goal - Strengthen outreach and service activities in the community.**

5.1 Strengthen public health and bio-security activities (e.g. homeland security, food safety, public health, public practice, at a local, regional, national and international level).

5.2 Promote educational opportunities for students in international settings.

5.3 Further develop and foster initiatives to enhance human and animal welfare.

5.4 Implement the use of technologies in order to promote outreach activities and as effective means of disseminating knowledge to the

community at large.

5.5 Advance lifelong learning opportunities for veterinarians and the lay public through continuing education.

**6. Goal - Further develop and expand communication and marketing to promote veterinary activities**

6.1 Improve external relations and marketing with all stakeholders to advance DVM's reputation and generate financial resources.