



Ss. CYRIL AND METHODIUS UNIVERSITY IN SKOPJE
FACULTY OF VETERINARY MEDICINE – SKOPJE



STRATEGIC PLAN 2018-2023

Faculty of Veterinary Medicine – Skopje

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Ss. Cyril and Methodius University in Skopje
Faculty of Veterinary Medicine – Skopje



STRATEGIC PLAN

of the Faculty of Veterinary Medicine – Skopje
(2018–2023)

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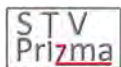
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Strategic plan of FVM-S (2018-2023)

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PREFACE

Faculty of Veterinary Medicine, University "St. Cyril and Methodius" in Skopje has prepared and adopted the five-year strategic plan (2018-2023) in which it is presented the vision for the development of the Faculty.

The Strategic Plan is designed as a working document that includes goals and activities through which the implication will enable the development and raising of the reputation of the Faculty and its uniqueness in the family of higher veterinary education institutions in Europe and beyond. The progress for achieving each strategic goal in the plan is defined by measurable activities and a predicted time period for their realization.

This five-year plan provides a concept for future development of the Faculty by increasing the creative abilities and preparing students for the profession of doctor of veterinary medicine, which requires specialized knowledge and ability with a scientific approach in the work by building positions for the future. The development of the activities of the Faculty will provide quality education for the future personnel, but also more professional and professional performance of the work by solving a number of practical problems related to animal and public health, food safety and veterinary public health, issues related to animal production and reproduction as well animal welfare.

I would like to thank the Commission that prepared this strategic plan as well as the academic staff of the Faculty, especially the members of the Teaching-scientific council and the students who adopted the strategic plan, confirming that our priority is the development and advancement of the Faculty.

I believe that with this strategic plan we have identified the appropriate goals for the next stages of the development of the Faculty of Veterinary Medicine - Skopje. The plan highlights the key areas in which most of the resources will be allocated, since they are important for education, science and application as continuous processes on which the future of our institution depends and at the same time allows us to realize our aspirations for a nationally and internationally established and recognizable higher education institution that will promote and improve the veterinary profession in the Republic of Macedonia.

Dean
Prof. Dr. Lazo Pendovski





1

HISTORICAL OVERVIEW OF THE FACULTY OF VETERINARY MEDICINE – SKOPJE

The establishment of the veterinary study in the Republic of Macedonia starts on 1991 when the Veterinary institute and the Faculty of Agriculture (today Faculty of Agricultural Sciences and Food) initiated activities for establishing the Veterinary Faculty. This initiative for establishing veterinary studies in the Republic of Macedonia received support from two state universities in the Republic of Macedonia ("Cyril and Methodius" University in Skopje and "Clement of Ohrid" University in Bitola) on the proposal of which, the Assembly of the Republic Community for directional education at the session held on 18.04.1991, adopted a decision the veterinary studies to be organized as a veterinary department on the Faculty of Agriculture in Skopje. Lectures began to be delivered in the academic year of 1991/1992.

Immediately after the enrollment of the first generation of students in 1992, activities for separation of the veterinary department from the Faculty of Agriculture and establishment of an autonomous Veterinary Faculty started. Officially the Veterinary Faculty started working on 01.01.1994 and the first students that were enrolled in the Faculty were in the academic year 1994/1995.

In the year of 2000, the Veterinary Faculty got a new name – Faculty of Veterinary Medicine – Skopje (FVM-S) and in 2004 with a decision from the Government of the Republic of Macedonia, the Veterinary Institute was fused with the Faculty of Veterinary Medicine – Skopje. By that decision FVM-S became a legal successor of the Veterinary Institute and had undertaken all its activities. By the adoption of the Law on Higher Education in 2008, the Faculty of Veterinary Medicine – Skopje ceased to be an independent legal entity and became internal organizational unit within the integrated University "Ss. Cyril and Methodius" in Skopje together with the other 23 faculties, 5 scientific institutes and 12 associate members.



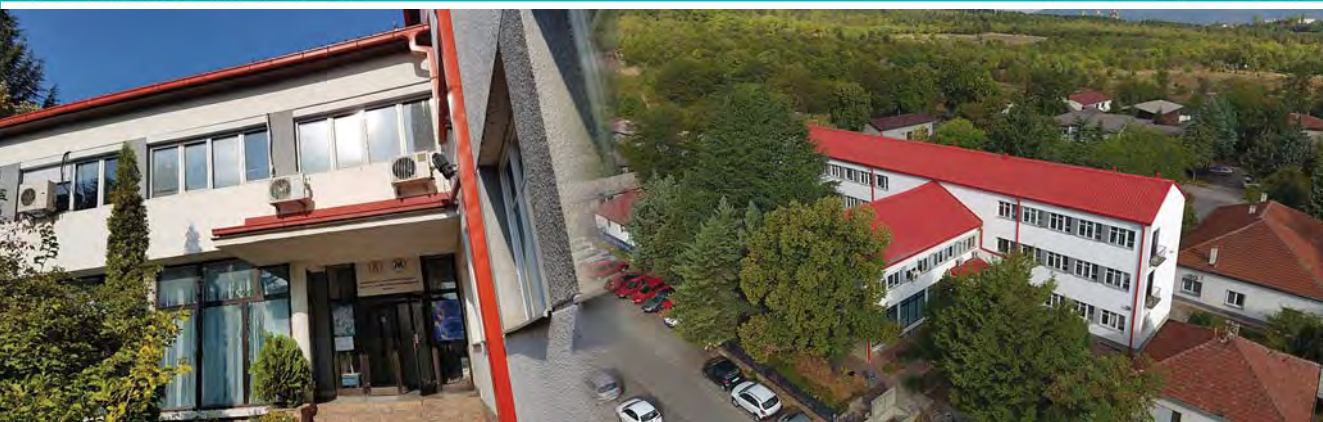
Since its establishing, FVM-S has tended to develop according to the European standards, in compliance with the faculties of the European Union Member States that are members of the European Association of Establishments for Veterinary Education (EAEVE) which has the role of an “accreditation body” that controls and evaluates the quality of veterinary study programmes in all of Europe. FVM-S is a member of EAEVE since 1996 and applies the standards provided for the so-called “regulated professions” and EU directives 2005/36/EU and 2013/55/EU.

The first study programme at FVM-S was 5.5 years (11 semesters), of which the first ten semesters are theoretical and practical classes, and XI semester was for the preparation of the diploma work. According to this study programme, since 1994, 16 generations studied at FVM-S and the programme was replaced in the academic year 2006/2007 with a new study programme that introduced the ECTS system.

The new study programme of FVM-S according to ECTS was also 5.5 years (11 semesters), 330 credits. The course programmes were organized as one-semester terms. In the first 9 semesters classical faculty classes (theoretical lectures, laboratory, clinical and field exercises) were carried out, and in the X semester was field practice, while in the XI semester an extramural practice was envisaged. Apart from the mandatory, in the X semester students had the opportunity to attend certain elective courses (a total of 52 electives) predicted by the curriculum. In this study programme, a public presentation of the diploma work was anticipated before a three-member commission, and the ratio between the practical and theoretical teaching hours was fully harmonized with the EAECE criteria, especially in the part of the clinical courses.

According to the first ECTS-study programme of FVM-S, only three generations studied (in the academic years 2006/2007, 2007/2008 and 2008/2009), after which it was replaced with the existing study programme, which included certain mandatory components predicted by the Law of Higher Education from 2008. This study programme is defined as integrated studies in veterinary medicine of first and second cycle, with a duration of 5.5 years (11 semesters), 330 ECTS credits, and it started to function in the academic year 2009/2010. Meanwhile, the FVMS started with two study programmes from the third cycle (doctoral/PhD studies): Veterinary Medicine and Food Safety.

The activity of FVM-S is determined by the Law on Higher Education, the Statute of the University “Ss. Cyril and Methodius” in Skopje, the Decision of the Government of the Republic of Macedonia for the National Classification of Activities, the Law on Veterinary Health, the Law on Food Safety, the Law on the Quality of Agricultural Products, the Law on Animal Protection and Welfare, the Law on Husbandry, and other laws and bylaws related



with the realization of its activity. The organizational structure of the Faculty is determined by the Statute on Internal Relations and Operations of the Faculty the Rules of the internal organization of the Faculty of Veterinary Medicine in Skopje and the Rules of systematization of the job positions at the University “Ss. Cyril and Methodius” in Skopje - Faculty of Veterinary Medicine – Skopje.

FVM-S is organized in internal teaching-scientific organizational units – Institutes:

- Veterinary Institute;
- Food Institute;
- Institute for Reproduction and Biomedicine.

In order to carry out the activity of the Faculty, within the Institutes, all departments, centres, clinics and laboratories, which belong to the appropriate scientific and research field are organized.

Within the **Veterinary Institute** the following units are organized:

a / Departments

- Department of animal hygiene and ecology
- Department of microbiology and immunology
- Department of parasitology and parasitic diseases
- Department of pathology and forensic medicine
- Department of pathophysiology
- Department of internal diseases of farm animals
- Department of internal diseases of pets and eqines
- Department of diagnostic imaging methods
- Department of veterinary surgery
- Department of biology and pathology of bees, fish and game

- Department of infectious diseases and epidemiology
- Department of avian diseases

b / Laboratories

- Laboratory of animal hygiene and ecology
- Laboratory of microbiology
- Laboratory of pathology and pathohistology
- Laboratory of pathophysiology
- Laboratory of parasitology and parasitic diseases
- Laboratory of serology and molecular diagnostics
- Laboratory of TSE
- Laboratory of diagnosis of rabies
- Laboratory of diagnosis of diseases in fish, bees and game
- Diagnostic imaging cabinet

c / Clinics

- Clinic of pets and equines
- Clinic of farm animals

d / Centres

- Centre of zoonoses

e / Reception office

Within the **Food Institute**, the following units are organized:

a / Departments

- Department of chemistry
- Department of food safety and veterinary public health
- Department of nutrition of domestic animals
- Department of pharmacology and toxicology
- Department of economics and management
- Department of veterinary legislative

f / Laboratories

- Laboratory of analytical chemistry of food and feed

- Laboratory of microbiology of food and feed
- Laboratory for raw milk quality
- Laboratory of residues and contaminants
- Laboratory of pharmacology and toxicology

g / Centre

- Centre of adverse effects and information on veterinary medicinal products
- Centre of training for food safety and veterinary public health

h / Reception and office

Within the **Institute for Reproduction and Biomedicine**, the following units are organized:

a / Departments

- Department of biochemistry and cell biology
- Department of functional morphology
- Department of animal breeding
- Department of reproduction
- Department of biostatistics

b / Laboratories

- Laboratory of clinical biochemistry and cell biology
- Laboratory of anatomy with plastination
- Laboratory of histology and embryology
- Laboratory of animal welfare
- Laboratory of animal genetic research
- Laboratory of production, cryopreservation and control of semen of domestic animals
- Laboratory of assisted reproduction

c / Centres

- Centre of artificial insemination
- Centre of animal welfare

The administrative, professional, legal, technical and general affairs are performed by the Professional and Administrative Service of the Faculty as part of the Integrated Professional and Administrative Service at the University "Ss. Cyril and Methodius" in Skopje.

Within the Professional and Administrative Service, a Financial and Administrative Affairs Unit is organized and performs financial, accounting and material operations directly related to the preparation, modification and implementation of the budget of the Faculty.

The Student Service is part of the FVM-S Professional Service where the implementation of the procedure for enrollment of students, as well as the creation and maintaining of the students' files from all cycles of studies.

The Library of the Faculty participates and contributes to the creation of library work within the integrated library system of the University. Within the Library a Computer-Educational Centre of the Faculty for students was established and has a permanent internet connection, as well as access to educational programmes.

The work of the Faculty is directly organized and managed by the Dean of the Faculty in cooperation with three vice-deans (teaching, science and international affairs and finance) and with the heads of internal organizational units - institutes within their competences. A representative body of the Faculty is the Teaching-Scientific Council, the members of which are all employees elected in teaching-scientific titles, as well as three students representing the Student Parliament.

The Faculty of Veterinary Medicine – Skopje implements teaching, research and application activity in the field of veterinary medicine and veterinary public health.

The mission of FVM-S is accomplished by organizing education, transfer of knowledge, development and promotion of novel professional and scientific knowledge in veterinary health in the Republic of Macedonia, development of creative abilities, preparation of students for the profession doctor of veterinary medicine, which, in addition to professional knowledge, requires a scientific approach to work, promoting the technological advancement of the veterinary profession, for building positions for the future.

The mission of the Faculty of Veterinary Medicine - Skopje is realized through:

- Undergraduate education whereby graduates receive competitions for the title of Doctor of Veterinary Medicine;
- Organizing doctoral/PhD (third cycle) studies for education of personnel for acquiring a PhD degree in veterinary medicine in the field of veterinary medicine and food safety, respectively;
- Organizing continuous education for the purpose of improving veterinary practitioners in all segments of veterinary medicine (lifelong learning);
- Scientific-research activity with preparation of research projects, PhD theses and papers in the field of veterinary medicine and scientific and research activity with related disciplines, as well as connection with other higher education, scientific and professional, healthcare and production-trade institutions;
- Publishing textbooks and other teaching aids, publications, scientific and expert monographs, international scientific journal, etc.;
- Organizing scientific and professional meetings, symposiums, workshops, etc.;



- Application work covering laboratory diagnostics, veterinary services to clients and veterinary public health, participation in the protection of animals and their welfare, in the production and reproduction of animals, as well as in the hygiene and technology of products and products of animal origin and through:

- resolving animal health issues;
- performing laboratory, clinical and field diagnostics of diseases and participation in the suppression of zoonotic diseases;
- performing expert examinations and providing expertise in the field of veterinary medicine and husbandry;
- carrying out chemical, biochemical, histological and pathohistological, hematological, cytological, microbiological, serological, parasitological, toxicological, molecular, radiochemical and other analyzes of organs, blood, serum and excretes of animals;
- assessment of the healthfulness of the food and the quality of the food products and other products of animal origin, and providing expert opinion and opinion on them;
- veterinary public health;
- assessment of the correctness of other biological substrates (soil, water, air, etc.), as well as giving expert opinion on them;
- research of pharmaceutical and biological substances for the treatment and prevention of animal diseases;
- research on the improvement of methods for intensification of the process of reproduction and artificial insemination;
- study of infertility in domestic animals and proposing measures for its prevention;
- developing and encouraging all forms of animal welfare, veterinary ethics, as well as the human attitude towards animals and the environment;

- Preparation of scientific staff and prepare them for their further improvement;

- Cooperation with economic entities, institutions and associations in the country, as well as with teaching and scientific institutions abroad, for the purpose of improving the teaching, scientific and application work.

The vision of the Faculty of Veterinary Medicine - Skopje is to be accredited as a higher education institution (EAEVE-accredited institution) for the education of doctors of veterinary medicine (integrated studies of the first and second cycle), for education of scientific personnel in the field of veterinary medicine and food safety, as well as a nationally and internationally established teaching-scientific institution in the field of scientific-research and applied activity, continuous education, inter-institutional and international cooperation.

In the area of **higher education**, FVMS will be a recognizable higher education institution with quality education based on the latest scientific and professional achievements in the field of veterinary medicine, i.e. a higher education institution that enables the acquisition of practical skills and knowledge whereby future doctors in veterinary medicine will be profiled in professional and competent personnel capable of solving veterinary-medical issues adapted to the market requirements.

In the field of **research**, FVMS will be an institutional centre for knowledge creation and technology transfer, through which systematically, students will be able to understand better the scientific achievements and their application in clinical practice. The Faculty will be recognized via national and international scientific projects in the field of veterinary medicine managed by distinguished leaders, employees elected in teaching-scientific titles, recognized in the international scientific community.

In its **applied activity**, FVMS will continue to be focused on the implementation, maintenance and improvement of the international MKC EN ISO/IEC 17025: 2006 standard, development of laboratories, procurement of novel advanced equipment, introduction of up-to-date standard operative procedures for the detection of analytes and ensuring a high level of reliability of the results in order to ensure that the quality of service and customer satisfaction are at a highly professional level.

In the field of **continuous education**, FVMS will be profiled as a carrier of Long Live Learning programmes in the country, as a reflection of the dynamics, flexibility, creativity and competitiveness of the teaching and research staff. The Faculty will apply an integrated lifelong learning concept for achieving national and international needs in continuous education, in order to train specialists in all segments of the veterinary profession.

In **financial operations**, FVMS will carry out all activities for ensuring positive financial performance and responsible fiscal policy through financial planning, budgeting and analytical monitoring of revenues and expenditures, adhering to the legal legislation and international norms and standards for financial operations.

In the creation of the **personnel policy**, FVMS will be guided by the existing legal provisions, the University strategy and the international standards for recognition of

creativity and engaging the best young people, as well as the best young experts, scientists and teachers.

In **quality management and quality assurance**, the external evaluation and accreditation of the Faculty i.e. the study programmes that are in line with the Bologna declaration and the European Association of Establishments for Veterinary Education (EAEVE) are necessary for the further development of this concept.

In **internationalization, mobility and cooperation**, FVMS will express academic commitment in promoting cooperation with the units of the University and other higher education and research institutions in the country and will actively participate in international education through knowledge sharing, teaching and collaborative staff and students with renowned nationally and internationally recognized scientific and educational institutions in the area of veterinary medicine. Cooperation in the country along with international cooperation and interdisciplinary approaches and professional, social and economic connections are of particular importance for the Faculty of Veterinary Medicine in Skopje.

The main activity and directions of the activities of the Faculty of Veterinary Medicine - Skopje are education of doctors of veterinary medicine, establishment of researchers in the field of veterinary medicine and food safety, i.e. providing services within the economic sector, in the prevention of diseases of domestic animals that are registered according to the legislation, control of the safety and quality of food and feed, improvement of the veterinary public health, as well as the provision of services in the field of animal welfare, ecology, production and reproduction.

The goal of FVMS is continuous development with the advancement of the teaching, research and applied activity, while, establishing a quality control system, a guarantee for improvement of the results of the basic activities of the Faculty will be achieved. All three main forms of activity (education, research, and application) should be in conformity with the European norms and standards, taking into account their own specificities arising from the needs of the veterinary profession in the Republic of Macedonia.

In order to achieve the goals, the Faculty will direct all its activities towards:

- Students to gain knowledge and skills based on scientific research and scientific evidence by combining different methods in studying that will stimulate the creativity of students;
- The teaching-scientific staff to be trained, competent, professional and highly motivated in the execution of the teaching, scientific-research and application activity;
- Promotion and developing of novel scientific methods and technologies in performing the application activity in the direction of improving the veterinary public health, preventive medicine, production, reproduction and animal welfare;
- Application of current methods for clinical and field diagnosis of diseases in animals, i.e. application of current protocols for prevention, therapy and hospitalization and hospital treatment of animals;
- Directing the activities of the Faculty to national needs of the country, as well as international standards for veterinary establishments.

The FVMS strategy is in line with the mission, vision and objectives of the institution, and the development opportunities are in line with the set strategic goals and applicable legislation.

The FVMS strategy is based on the definition and development of five basic areas of strategic planning:

1. *Teaching activity*
2. *Scientific-research activity*
3. *Application activity*
4. *Financial operations*
5. *Administrative-professional and staff*

Implementation of the planned activities in the five listed areas will be realized only through the decisions of the managerial, administrative and professional bodies of the FVMS guided by the activities of the employees expressed through the internal organizational units of the Faculty.

For each area, the time period of the implementation (maximum five years) is determined, and through the promulgation and adoption of an action plan with an overview of the control points, a continuous assessment of the success of the realization of the given objectives will be carried out.

The fulfillment of the strategic goals set forth in the Strategy, the reliability of the settings in this document, as well as the probability of their fulfillment can be assessed only through insight into the current state of the Faculty's development and its placement at a national and international level.

The analysis of the current situation in achieving the outlined goals of the Faculty of Veterinary Medicine - Skopje is presented through the objective strengths and weaknesses at the moment of the promulgation of the Strategy. Opportunities and threats are also defined and should contribute to meeting the objectives of the mission and vision of FVMS.

The analysis of the **Strengths, Weaknesses, Opportunities and Threats (SWOT)** is carried out by the teaching-scientific staff, researchers and expert staff within the Institutes of the Faculty. Prominent are the most important strengths and weaknesses of FVMS in the environment of the academic community at the University "Ss. Cyril and Methodius" in Skopje, as well as the opportunities and threats for realization of the activity and development of the Faculty.

This analysis includes all conclusions from the last performed Self-evaluation report (SER) of the Faculty of Veterinary Medicine – Skopje in 2017.

6.1. Strengths

- Good cooperation between the internal organizational units of the Faculty in organizing the teaching, the scientific and the application activity;
- A small number of students who are deployed in groups ensuring close cooperation and teacher-student contact;
- The Faculty has adequate facilities for carrying out theoretical and laboratory education, practical training, as well as good cooperation with farms, private veterinary enterprises, slaughterhouses and food processing enterprises;
- The Faculty has good references for laboratory and scientific-research activities that guarantee high level of quality for teaching, science with knowledge transfer and laboratory practice;
- The Faculty has competent teaching and associate staff trained in renowned European and world research centres, which takes a leading position in the Republic of Macedonia in its scientific and professional areas, and has a national, regional and international recognition;

- The teaching staff is fully engaged in the process of teaching the students and greatly helps them during their studies;
- The Faculty has quality doctoral PhD studies and adequate conditions for scientific-research work for postgraduate students;
- The curriculum is updated regularly in cycles of at least four years and includes the students requirements and guidelines derived from adequate previous analysis, as well as the standards of international veterinary education within the legal possibilities;
- The Faculty has a library equipped with appropriate literature;
- The Faculty has good coverage from a wireless Internet network to which students have access;
- The Faculty has a built reputation as a successor of the Veterinary Institute with a ninety-year tradition in veterinary science, education and application;
- In certain segments of the teaching, scientific-research and applied activity, continuous quality cooperation with scientists and teachers from related institutions in the country and in Europe is being achieved;
- The budget is largely based on income generated by the self-initiative activities of the Faculty;
- The Faculty has its own property with the possibility of opening a training educational and research centre and/or clinics for farm animals and horses.

6.2. Weaknesses

- Insufficient interest in enrollment and study at FVMS, i.e. enrollment of new students with relatively low average grade at secondary education;
- Inadequate methods for monitoring and evaluating students' primary ("day one") competencies;
- There is no case analysis involved in teaching;
- inadequately applied self-directed learning;
- There is no provision for student access to learning materials after the working hours (on-line access to materials);
- Lack of clinic with stationary for equines, ruminants, pigs and clinics for birds, exotic animals, etc., which will provide clinical rotations of students;
- Inadequate facilities for the isolation of infected animals (for all types of animals) in the clinic;

- Inadequate record keeping system for clinical traceability of patients admitted to the clinic for small animals;
- Inadequate and insufficient clinical practice for equines;
- Practice in anatomy does not cover all animal species including a mandatory section of horse and ruminant;
- Inadequate practice in pathology with inadequate necropsy hall that does not allow for the necropsy of large animals (horse and cattle), while maintaining the basic measures of hygienic and technical security;
- Insufficient measures of hygienic and technical security for students and employees;
- Inadequate access to scientific databases (for example, Scopus, Web of Science etc.);
- Lack of establishment of postgraduate specialist studies, i.e. education appropriate to the European developed centers (residential programmes);
- Insufficient number of applied, i.e. scientific national and international projects;
- Insufficient usage of the existing equipment for scientific and research purposes;
- Absence of a strategy and employment plan for the best students which graduate at the Faculty;
- Limited facilities for teaching, application and clinical activity of the Faculty;
- Lack of financial autonomy for the realization of the development component of the Faculty.

6.3. Opportunities (improvement of weaknesses)

- Increasing the cooperation and teamwork among the employees of the various internal units of the Faculty in teaching, research and professional work in order to create a single institutional framework;
- Introducing promotional PR campaigns for studying at FVMS, in order to attract and increase the number of candidates for enrollment and to enable selection of higher quality applicants with higher average grade from secondary education;
- Improving the ratio of hours spent attending practical classes versus theoretical classes for students;

- Introduction of new methods for monitoring and evaluation of the primary ("day one") competences of students, as well as inclusion of case analysis in the teaching;
- Self-direct learning should be encouraged and supervised by a course programme professor with an intensified student activity;
- Implementation of the iKnow Learning platform, through which students will have access to teaching materials after the working hours (on-line access to materials) and facilitated administrative procedures for taking exams;
- The existing clinic for small animals should be conceived as a separate organizational unit within the Faculty where a clinical unit for birds and a clinical unit for exotic animals would function;
- The clinical practice for pets should be improved by introducing a 24-hour duty to the pet clinic and increasing the number of patients;
- It is necessary to establish an appropriate electronic system for clinical traceability of received patients in the pet clinic and creating optimal conditions for isolating animals with infectious diseases in the clinic;
- Practice in anatomy should cover all animal species including a compulsory section of a horse and a ruminant;
- The necropsy hall should be adapted to provide work for all animal species (necropsy of large animals: horse and cattle);
- To increase the scope of classes for pets and equines, including the provision of own animals for teaching or mobile outpatient clinic;
- Hygienic and technical security measures for students and employees should be fully improved;
- Providing appropriate access to the relevant scientific databases of journals;
- Introduction of specialist education and/or joint studies, so called Joint degree;
- Creating teams for joint application in scientific-research projects and increasing the number of applications;
- Networking and promotion in the mobility programmes in order to more intensively use the international programmes for exchange of students, teachers and associates;
- Improvement of the relations and cooperation with public veterinary services and public institutions and enterprises in the field of animal health and food safety and realization of cooperation through public partnership with national economic entities and partnership with the public and private sector;

- Promulgating a plan for employment of the best students who graduated FVMS;
- Opening a training educational-research centre with clinics for farm animals and equines and premises for food products of animal origin in "Petrovec";

6.4. Threats

- There is no proper autonomy to make it possible for FVMS to plan its infrastructural, organizational and teaching development;
- Unresolved property and legal relations relating to the domain and premises of the Faculty;
- Insufficient government funding for the proper development of the educational, scientific-research and application process;
- The financing of the development of the educational process depends exclusively on the unforeseen income from the services provided by the Faculty for the business community and for the state authorities;
- Inadequate autonomy in the Faculty budget;
- Insufficient number of academic staff and absence of technical staff necessary for the teaching, science and application;
- The absence of employment of new staff to be involved in the teaching, research and application;
- Outflow of students outside the country and to other related faculties;

The present strategic activities and planning of the Faculty of veterinary medicine – Skopje are defined by the Dean board, partially by the Teaching-Scientific Council, as well as the professional councils of the internal organizational units – institutions at the level of particular laboratories, departments and centres.

The strategic planning encompasses analysis of the current state, accurate estimate of the possibility for carrying out of the activities, as well as recognition and planning of goals i.e. means of realization of the predicted goals.

The five key areas of the strategic planning are defined at the Faculty level as an organizational unit within the University “Ss. Cyril and Methodius” in Skopje.

7.1 The improvement of the education activity and continuous education

The Faculty of veterinary medicine – Skopje performs first and second cycle integral studies for education of the future doctors of veterinary medicine. In addition there are third cycle (PhD) studies available for veterinary medicine and for food safety.

Currently, vital experience has been gained in the implementation of the ECTS-system and in the process the benefits and the drawbacks which exist in the education programmes of the undergraduate and postgraduate studies have been made apparent.

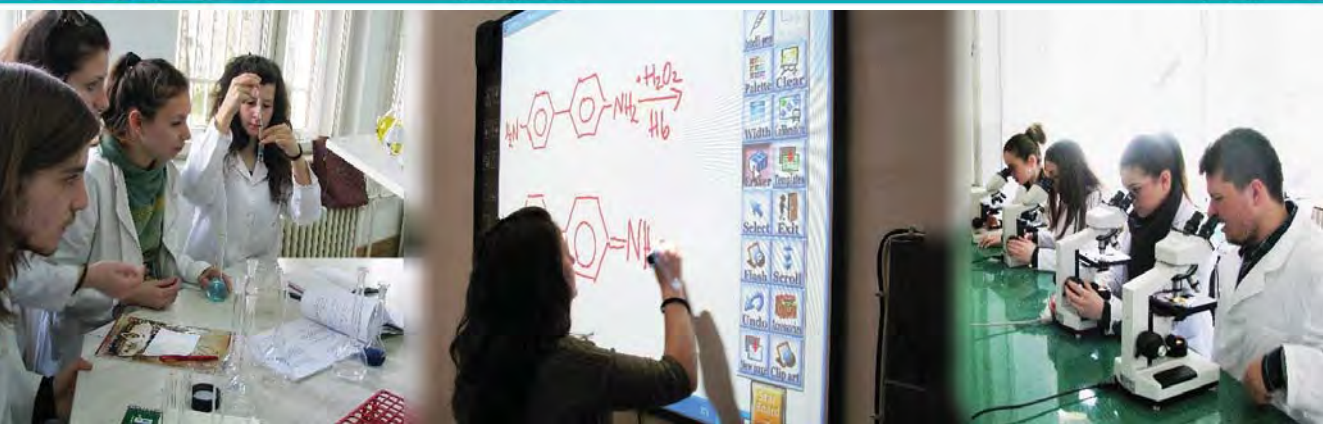
The Faculty should design the study plan so as to satisfy certain conditions carried by the so-called “regulated professions” and that will be fully compatible with the 2005/36EU and 2013/55/EU directives, with the EAEVE standards, with the Law on Higher Education and other legal acts by the University “Ss. Cyril and Methodius” in Skopje and to present a level of education where the students can build upon after graduation. The new study plan should ensure that all students could obtain wider expertise in the fields of biomedicine and clinical science, and in doing so provide international recognition of their educational level.

Strategic goal 1.

Development and improvement of the quality of the present program – the first and second cycle integral studies of veterinary medicine, according to EAEVE-standards and meeting the needs of the current market and international standards, as well as enabling a specific international EAEVE-evaluation.

Activities:

- Introducing procedures for registration and evaluating students' active participation in the educational process, in the clinical and field internship. The Dean Board and the Self-evaluation Committee are in charge of this task and the Vice-Dean of education will act as a coordinator.
- Introducing procedures for tracking and evaluating self-directed learning under the supervision of the teaching staff. The Dean Board and the Self-evaluation Committee are in charge of this task and the Vice-Dean of education will act as a coordinator.
- Introducing procedures for tracking the evaluating the day one competencies of the students. The Dean Board and the Self-evaluation Committee are in charge of this task and the Vice-Dean of education will act as a coordinator.
- Success analysis and student knowledge, carried out at the end of a semester, as part of the self-evaluation process. The Dean Board and the Self-evaluation Committee are in charge of or this task and the Vice-Dean of education will act as a coordinator.
- Revision of the study plan, after the end of every academic year with the possibility of modernizing the current and the implementation of new course programmes (compulsory and elective) by improving the educational methods, introducing the latest reference papers, and updating the content with current knowledge based on scientific facts and proper guidance from the theoretical lectures from the basic core subjects towards lectures with seminars and practical simulations. The Dean Board, the Committee of study plan creation and monitoring and the Self-evaluation Committee are in charge of this task and the Vice-Dean of education will act as a coordinator.
- Increasing the presence of practical lectures and establishing a ratio with the theoretical lectures in accordance with the EAEVE-standards and national legislation. The Dean Board, the Committee of study plan creation and monitoring and the Self-evaluation Committee are in charge of this task and the Vice-Dean of education will act as a coordinator.



- Implementation and promotion of the usage of the iKnow platform for study, enabling students online access to study material outside the work time and the computer classroom. The Dean Board is in charge of this task and the Vice-Dean of education and Faculty's IT-manager will act as a coordinators.
- Periodic evaluation of the study programme by national and foreign reviewers at the national level. The Dean Board, the Committee of study plan creation and monitoring and the Self-evaluation Committee are in charge of this task and the Vice-Dean of education and EAEVE coordinator will act as a coordinators.

The designated time period for goals realization: five academic years.

Strategic goal 2. Improving the quality of the PhD studies

Activities:

- Revision of the study plans of the PhD studies of veterinary medicine and food safety, at the end of every three years. The Dean Board and the Teaching-Scientific Council are in charge of this task and the Vice-Dean of science and international affairs will act as a coordinator.
- Analysis of the success of the candidates enrolled in the PhD studies on the Faculty of veterinary medicine – Skopje taking into account the length of the studies and the average number of presented dissertations per academic year. The Dean Board and the Teaching-Scientific Council are in charge of this task and the Vice-Dean of science and international affairs will act as a coordinator.
- Increasing and updating the capacity of mentors for the PhD studies at the Faculty of veterinary medicine – Skopje and carrying out a plan for an increasing number of PhD students in the study programmes. The Dean Board is in charge of this task and the Vice-Dean of science and international affairs will act as a coordinator.



- Support in terms of increasing the number of published papers in journals with Impact Factor by the PhD students and the teaching staff. The Dean Board is in charge of this task and the Vice-Dean of science and international affairs will act as a coordinator.

The designated time period for goals realization: four academic years.

Strategic goal 3. Increasing the capacities and modernizing the facilities for lectures

Activities:

- Increasing the number of lecture rooms and rooms for practical exercise for the needs of the Faculty of veterinary medicine – Skopje and the creation of conditions for the construction of one representative amphitheater. The Dean Board and the Self-evaluation Committee are in charge of this task and the Vice-Dean of education will act as a coordinator.
- The development and equipping of a new necropsy with a modern laboratory of histology and pathohistology. The Dean Board and the Self-evaluation Committee are in charge of this task and the Vice-Dean of education will act as a coordinator.
- Creation of animal models for practical lectures of anatomy and pathology with the possibility for establishing museums. The Dean Board is in charge of this task and the Vice-Dean of education will act as a coordinator.
- Equipping of a multifunctional practice room of laboratory diagnostics (microbiology, immunology, infectious diseases, parasitic diseases, fish diseases, bees and hunting game, poultry diseases etc.). The Dean Board and the Self-evaluation Committee are in charge of this task and the Vice-Dean of education will act as a coordinator.
- Equipping a practice room of hygiene and food technology. The Dean Board and the Self-evaluation Committee are in charge of this task and the Vice-Dean of education will act as a coordinator.



- Introduction of a 24 hour duty on the Clinic of pets and equines with obligatory student participation. The Dean Board and the Self-evaluation Committee are in charge of this task and the Vice-Dean of education and Head of the Clinic will act as coordinators.
- Establishing conditions for accommodation and rearing of animals for clinical lectures. The Dean Board and the Self-evaluation Committee are in charge of this task and the Vice-Dean of education will act as a coordinator.
- Establishing conditions and capacity for the increase of practical lectures of large and small ruminants, pigs and equines. The Dean Board and the Self-evaluation Committee are in charge of this task and the Vice-Dean of education will act as a coordinator.

The designated time period for goals realization: five academic years.

Strategic goal 4. Introduction of post-graduate – resident studies

Activities:

- The creation of a plan for the beginning of a process for the establishment of specialist-resident study programmes of various areas of veterinary medicine in accordance with the needs of the veterinary profession in the Republic of Macedonia. The Dean Board and Teaching and Scientific Council are the main contractors, and the Vice-Dean of science and international affairs will act as a coordinator.
- The organization of a model for interdisciplinary studies that will be executed in Macedonian and English, with a purpose to be available to the interested individuals from the region. The Dean Board and the Teaching and Scientific Council are the main contractors, and the Vice-Dean of science and international affairs will act as a coordinator.

The predicted timeframe for realization of the goal: five academic years.



Strategic goal 5. Promotion of continuous education and development of programmes for Life-Long Learning (LLL)

Activities:

- Development of activities of the Career Centre, for generation and maintenance of contacts with business and non-government sectors in order to enhance continuous education. The Dean Board is the main contractor, and coordinators are the Career Centre and Vice-Dean of education.
- Enhancement of the cooperation with the Veterinary Chamber of Macedonia, for creation of joint concept and possibilities for organization of workshops and courses for continuous education of the practitioners. The Dean Board is the main contractor, and the Career Centre is coordinator.
- Implementation of the integrated concept for lifelong learning, in order to establish national and international needs in continuous education through initiation of programmes for lifelong learning, providing questionnaires that will perform the needs of the veterinarian medicine doctors in Macedonia, as well as adaptation of the education towards their needs and constant work on innovative approach and knowledge transfer. The Dean Board is the main contractor, and the Career Centre and the Vice-Dean of education are coordinators.

The predicted timeframe for realization of the goal: three academic years.

Strategic goal 6. Enhancement of the didactical skills of the teachers for the educational activities

Activities:

- Promotion of the *“learning towards student”* concept that is the base for high quality education. The Faculty will implement various measures for training of the educational staff with:
 - Promotion and transfer of knowledge through the *“training for trainers”* concept;



- Development of a structural programme for visiting teachers
- Participation of the teachers and associates in the programmes for mobility;
- Participation in education researches, as well as in scientific bases for innovations in education.

The Dean Board is the main contractor, and the vice-deans of education and science and of international affairs are coordinators.

The predicted timeframe for realization of the goal: five academic years.

Strategic goal 7. Enhancement of the international exchange of students, scientific and teaching staff

Activities:

- Intensifying the bilateral cooperation with the other veterinary faculties by signing contracts at the university and faculty level. The Dean Board is the main contractor, and the Vice-Dean of science and international affairs is coordinator.
- Creation of a plan for enlarging the number of visiting teachers. The Dean Board is the main contractor, and the vice-deans of education and science and of international affairs are coordinators.
- Creation of plan for increasing the number of teaching and scientific staff from prestigious universities and centres for laboratory diagnostics. The Dean Board is the main contractor, and the Vice-Dean of science and international affairs is coordinator.

The predicted timeframe for realization of the goal: four academic years.



Strategic goal 8. Attracting students to the Faculty of veterinary medicine - Skopje

Activities:

- Development of a strategic plan for PR of the Faculty, in order to promote its accessibility towards the society. The Dean Board and the Career Centre are the main coordinators, and the Vice-Dean of education is coordinator.
- Introduction of activities for promotion of the Faculty, in order to attract potential candidates to enrol in the Faculty, that will enable selection of candidates with higher quality. The Dean Board and the Career Centre are the main coordinators, and the Vice-Dean of education is coordinator.

The predicted timeframe for realization of the goal: five academic years.

Strategic goal 9. Introduction of undergraduate studies in English

Activities:

- Adopting decisions by the Teaching - Scientific Council to introduce a study plan for undergraduate studies in English and establishing working group or commission to prepare this plan.
- Introducing English courses for the teaching staff at the Faculty, with special emphasis on veterinary medicine.
- Organization of visits of professors from the Faculty to other Faculties from non-English speaking countries that have already introduced similar studies. The Dean Board and the Committee for development of this plan are the main coordinators, and the Vice-Dean of education is coordinator.

The predicted timeframe for realization of the goal: five academic years.

7.2. Improvement of the scientific and research activities

Scientific and research activities provide the basis for monitoring the progress of the Faculty of Veterinary Medicine – Skopje and are crucial for its ranking at the national and international level. Also, scientific research in institutions for higher education, are the measure for professors and researchers references.

The Faculty of Veterinary Medicine – Skopje determines the priorities of the scientific and research activity that are based on research activities in a 5 year period.

The goal of the Faculty of Veterinary Medicine – Skopje is to retain the leading position in science and research in veterinary medicine in Macedonia, in order to achieve better positioning on the market, as well as regarding its international position. Research activities at the Faculty of Veterinary Medicine – Skopje are not just basics for science practice, but they are also subject of wider scope of areas, such as animal health, preventive veterinary medicine, veterinary public health, food safety, as well as they provide a scientific basis for animal welfare and its implication in animal husbandry, animal preventive medicine and ethics.

To establish these goals the Faculty of Veterinary Medicine – Skopje has defined its priorities in the following research areas:

1. *Biomedicine (basic research)*
2. *Research in biotechnology and animal welfare*
3. *Research in the area of veterinary public health and food safety*
4. *Research in areas of animal health*
5. *Clinical research*

Strategic goal 1. Establishment of a Department of international affairs with a plan for the Faculty's scientific and research activities.

Activities:

- Starting a procedure for establishment of a Department of international affairs. The Dean Board and the Teaching and Scientific Council are in charge of this task, and the Vice-Dean of science and international affairs will act as coordinator.
- Preparation of an action plan within the Department with directions for implementation of future scientific and research activities at the Faculty of Veterinary Medicine – Skopje, with clear definition of the goals needed to be reached. The Dean Board and the Teaching and Scientific Council are in charge of this task, and the Vice-Dean of science and international affairs will act as coordinator.

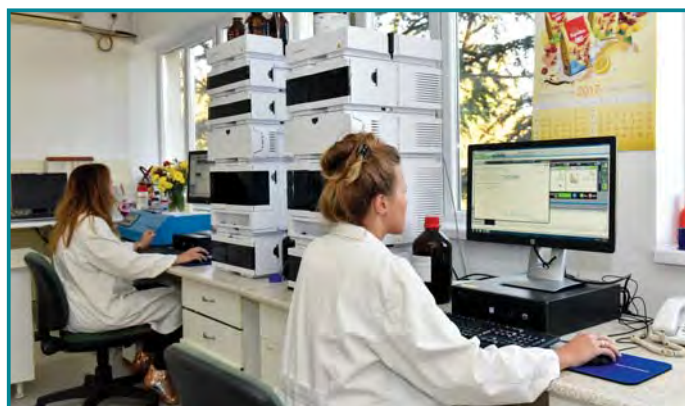
The designated time period for goals realization: five academic years.

Strategic goal 2. Development and improvement of the scientific and research activities of the Faculty.

Activities:

- Ensuring access to the electronic database of Scopus-Elsevier with the goal to enable access to scientific and research literature. The Dean Board and the Department of international affairs are in charge of this task, and the Vice-Dean of science and international affairs will act as coordinator.
- Expanding the number of signed bilateral contracts with other veterinary faculties and other scientific institutions in Europe and worldwide, with the goal to increase the collaboration at a science level. The Dean Board and the Department of international affairs are in charge of this task, and the Vice-Dean of science and international affairs will act as coordinator.
- Connecting the scientific potentials of the Faculty with the business sector. The Dean Board and the Department of international affairs are in charge of this task, and the Vice-Dean of science and international affairs will act as coordinator.
- Inclusion of the students in the scientific and research activities at the Faculty of Veterinary Medicine – Skopje to allow their participation in various phases of the science projects, which will enable their participation in professional and scientific student congresses. The Dean Board and the Department of international affairs are in charge of this task, and the Vice-Dean of science and international affairs will act as coordinator.
- Promotion of the international visibility of our scientific profile and ensuring increased level of consulting and cooperative activities, in order to gain better access to the scientific funds, especially at the international level. The Dean Board and the Department of international affairs are in charge of this task, and the Vice-Dean of science and international affairs will act as coordinator.

The designated time period for goals realization: five academic years.





Strategic goal 3. Defining of development-research areas in accordance with the research capacities and specifics of the research staff of the Faculty of Veterinary Medicine – Skopje.

Activities:

- Determining areas with the greatest interest for the Faculty of Veterinary Medicine – Skopje, to participate in national and international projects. The Dean Board and the Department of international affairs are in charge of this task, and the Vice-Dean of science and international affairs will act as coordinator.
- Applicability of all scientific methodologies that are used at the Faculty of Veterinary Medicine – Skopje for science and research, together with the equipment for that purposes. The Dean Board is in charge of this task, and ISO 17025 standard Quality Manager is coordinator.

The designated time period for goals realization: four academic years.

Strategic goal 4. Establishment of research teams and their training/ preparation for application in scientific and research projects

Activities:

- Participation in workshops/seminars/courses to promote project leaders and preparation of research teams for national and international projects. The Dean Board is in charge of this task, and the Vice-Dean of science and international affairs will act as coordinator.
- Stimulation and encouraging of scientific and research activities through implementation of internal competition for co-financing of internal projects to enhance competitiveness of ideas. The Dean Board is in charge of this task, and the Vice-Dean of science and international affairs will act as coordinator.

The designated time period for goals realization: four academic years.

Strategic goal 5. Enhancement and promotion of publishing

Activities:

- Development, enhancement and affirmation of “Macedonian Veterinary Review” with the goal to accomplish the impact factor and acceptance of the papers by PubMed. The Dean office is in charge of this task, and the Vice-Dean of science and international affairs and the journal’s Editorial Board will act as coordinators.
- Development, enhancement and promotion of books, aids, guide books, practicums, practice guides etc. with the goal to create specialized literature available to students and to create a module for distance e-learning. The Dean office is in charge of this task, and the vice-deans of science and international affairs and education will act as coordinators.

The designated time period for goals realization: five academic years.



7.3. Improvement of application activities

The Faculty of Veterinary Medicine – Skopje, performs applicable activities in its laboratories which in the recent period have achieved respectable level with exceptional results, through immediate routine communication with economic entities, as well as with specialized public enterprises and state authorities.

The application activities are performed in the laboratories accredited by the EN ISO/IEC 17205:2006 standard and will be one of the priorities in the next period.

Strategic goal 1. Improvement of the application activities of the Faculty

Activities:

- Continuous maintenance of accurate and accreditation of up-to-date methods according to the EN ISO/IEC 17205:2006 standard, as well as expanding of the range of application activities. The Dean Board and the Heads of institutes are in charge of this task, and the responsible person for ISO 17205 will act as coordinator.
- Finding additional resources (material, financial and human) to be able to expand and improve the application activities of the Faculty, by establishing cooperation with the private sector, the Ministry of Agriculture, Forestry and Water Economy, the Ministry of Education and Science, the Food and Veterinary Agency with projects for cooperation with the industry and connecting with stakeholders interested in veterinary service. The Dean Office and the Heads of institutes are in charge of this task, and the ISO 17205 standard Quality Manager will act as coordinator.
- Enlarging the list of clients and signing cooperation contracts for application activities. The Dean Board is in charge of this task, and the Heads of institutes will act as coordinators.

The designated time period for goals realization: five academic years.



Strategic aim 2. Implementation of the third version of the EN ISO/ISC 17025:2017 international quality standard for “The general requirements for competency of testing laboratories and calibration laboratories”.

Activities:

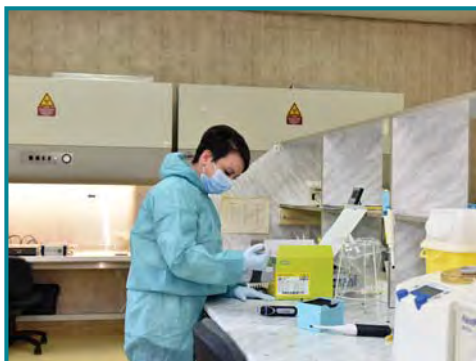
- Training of the staff that will be included in the implementation of the third version of the EN ISO/ISC 17025:2017 international quality standard. The Dean Office is the task manager, and the ISO 17025 Quality Manager is the coordinator.
- Obtaining a software for control over the system data and records, in accordance with the standard's requirements. The Dean Office is the task manager, and the ISO 17025 Quality Manager is the coordinator.
- Establishment of a special body responsible for the quality, with a highly skilled and professional staff members, which will work on drafting of system data, in accordance with the requirements of the EN ISO/ISC 17025:2017 international quality standard. The Dean Office is the task manager, and the ISO 17025 Quality Manager is the coordinator.

Estimated time period for achieving the aim: three academic years.

Strategic aim 3. Updating the technical resources, through obtaining of the latest most recent equipment and maintenance of the existing one in the laboratories on the Faculty of Veterinary Medicine in Skopje.

Activities:

- Creating a draft plan for determination of the needs for obtaining the latest and most recent equipment for the laboratories and refreshing the equipment of the existing facilities. The Dean Office is the task manager, and the Vice-Dean of finances, the Heads of the institutes and the ISO 17025 Quality Manager are the coordinators.





- Determination of the needs for obtaining modern higher rank measuring devices (standards) for internal verification of part of the equipment. The Dean Office is the task manager, and the ISO 17025 Quality Manager is the coordinator.
- Continuous monitoring and supervision of the existing equipment, from authorized external service suppliers for the calibration and verification of the equipment. The aim is to reach and maintain a high level in the reliability of the capabilities of the current equipment. The Dean Office is the task manager, and the ISO 17025 Quality Manager is the coordinator.

Estimated time period for achieving the aim: five academic years.

Strategic aim 4. Continuous training of the personnel who will work on the application operations of the Faculty of Veterinary Medicine – Skopje.

Activities:

- Engagement of highly qualified staff in the application operations, with an aim to reach a high quality intellectual product. The Dean Office is the task manager, and the ISO 17025 Quality Manager is the coordinator.
- Continuous training of the staff engaged in the application work at the national and international level, with an obligation for vertical and horizontal dissemination of the acquired knowledge within the institution. The Dean Office is the task manager, and ISO 17025 Quality Manager is the coordinator.

Estimated time period for achieving the aim: five academic years.



Strategic aim 5: Development and advancement of the clinical work of the Faculty of Veterinary Medicine – Skopje.

Activities:

- Development of a Clinic of pets through implementation of intensified activities in diagnostics, therapy and hospitalization with an aim to be a centre for education of students, lifelong learning and other needs of the clients and pet owners.
 - Improvement of the organizational and functional activities of the Clinic, by a pattern and model of similar university clinics from accredited veterinary faculties (parking, reception, diagnosis, hospitalization, record maintenance, database, clinical classroom with 24 working hours, duty service, central pharmacy).
 - Supply of modern and up-to-date equipment in the Clinic and refreshing of the existing equipment with diagnostic laboratories and introduction of modern routine analysis that secures a wide range of specialized methods and comprehensive advisory service.
 - Ensuring comprehensive and specialized services with high level of expertise and professionalism, innovative and science based treatment of animals, updating the preventive and diagnostic services with appliance of the equipment.

The Dean Office is responsible for this task, and the Head of Clinic is the coordinator.

- Development of Clinic/Department of avian diseases and Clinic/Department of exotic animals within the existing capacities by pattern and model of similar university clinics from accredited veterinary faculties. The Dean Office is responsible for this task, and the Head of Clinic is the coordinator.
- Development of Clinic of farm animals and equines
 - At this moment the Faculty in its available premises cannot provide a clinic of farm animals and equines, providing stationary treatment and care for large animals. Establishing a teaching and research farm/teaching base is a strategic goal for ensuring quality of the education processes through establishment of a Training, education and research centre.

- With the establishment of this centre in the FVMS, it will be focused on the development of a Department of clinical work and diagnostics of high-value sport horses, as well as improvement of the clinical work and diagnostics of pigs, cows, sheep and goats.

The Dean Office is responsible for this task, and the Head of Clinic is the coordinator.

- Development of Ambulatory clinic in accordance with the EAEVE standards and propositions with regard to the number of patients and continuous increase of the number of contracts for the teaching cooperation with veterinary enterprises, all kinds of farms, hunting associations, slaughterhouses, dairy farms, food producers, pharmaceutical companies etc.
- Improvement of the education and training of the Clinic personnel with the possibility of providing specialization in the adequate fields. The Dean Office is responsible for this task, and the Head of Clinic is the coordinator.

The planned timeline for carrying out these aims: five academic years.



7.4 Financial management

The Faculty for Veterinary Medicine is a public institution financed by the budget (approximately 40%) and personal self-financing incomes (approximately 60%). The financial operations are based on detailed pre-prepared plans for management of the Faculty bank accounts, in accordance with the principles of treasury working. The financial management of the FVM – Skopje is based on the Budget Law, Law on Added Value Tax and the Personal Income Tax Law, as well as the Law on Public Internal Financial Control. These are high binding laws that imply large legal responsibilities for the Dean and the administrative units of the FVM – Skopje.

The self-financing incomes of the Faculty are an extremely important value for the budgeting of the Faculty. That is why the Faculty should have to prepare for providing more income from intellectual services, as well as clinical practice and organization of specialized trainings.

Strategic aim 1: Increasing self-income and improving the financial autonomy of the Faculty in the management of the funds from the research and application activities.

Activities:

- Financial planning, budgeting and analytical monitoring of revenues and expenditures (to the extent of individual projects, economic units, study cycles and other necessary parameters) for more efficient management of expenditures, in accordance with the existing activities plan and Action plan. The carriers of the task are the Dean Office and the Head of the Department of Financial and Administrative Operations, and the Vice-Dean of finance is the coordinator.
- Establishing a model for maintaining own funds from revenues in a five-year period. Finding new fields of work within the possibilities and resources of the Faculty, both in the country, and abroad. The carriers of the task are the Dean Office and the Head of the Department of Financial and Administrative Operations, and the Vice-Dean of finance is the coordinator.
- Preparing a list of priorities for investment from the Faculty of Veterinary Medicine's own revenues in equipment, teaching and science resources by institutes (clinics, departments, laboratories, centers). The carriers of the task are the Dean Office and the Head of the Department of Financial and Administrative Operations, and the Vice-Dean of finance with the heads of institutes/clinics are coordinators.
- Rationalization of costs in laboratories and clinic, in order to increase the efficiency in terms of finance. The carriers of the task are the Dean Office, the heads of institutes/clinics and the Head of the Department of Financial and Administrative Operations, and the Vice-Dean of finance is coordinator.

The planned timeline for carrying out these aims: five academic years.

Strategic aim 2: Establishing a sustainable and long-term model for claims recovery

Activities:

- Creation of a plan for claims recovery and establishing a sustainability model for recovery. The carriers of the task are the Dean Office and the Head of the Department of Financial and Administrative Operations, and the Vice-Dean of finance is coordinator.

The planned timeline for carrying out these aims: five academic years.

7.5 Professional and personnel work

The staff potential is a prerequisite for successful realization of the educational, scientific-research and application process of the Faculty of Veterinary Medicine – Skopje. With the implementation of the Bologna system of studies, a different approach has emerged in the teaching process where more involvement of the teachers is needed, there is more time for consultations with students, practical classes are in smaller groups, etc.

Regarding that the teaching staff has more engagements in the laboratories where application is performed, the lack of staff is an additional difficulty for the Faculty of Veterinary Medicine – Skopje.

In the hiring of new employees of the Faculty of Veterinary Medicine – Skopje, a policy of recognizing excellence is conducted via hiring the best junior staff. Currently, the Faculty has 101 employees, of whom 31 persons are elected with teaching-scientific titles, 1 is an associate, 7 are elected with scientific titles, 24 are vocational associates, 23 are laboratory technicians and 15 are administrative and technical staff.

A very important segment in the functioning of the Faculty is the functioning of the administrative services and the technical personnel. The care for the refreshment of personnel in this sector is a serious issue and concern of the Dean Office, which will inevitably have to constantly seek ways for overcoming it. Although measures are continually being taken to address all the deficiencies, it is almost impossible to resolve them completely, as they are related to the state reforms and a series of rulebooks that are adopted in accordance with the legislation changes at state level.

Strategic aim 1: Optimizing the count of employees elected for scientific-educational, scientific and associate titles and employment of junior personnel.

Activities:

- Drafting a plan-projection of the employed scientific-educational, scientific and associate personnel and determination of the real needs and priorities of new staff in the next five-year period. Task carriers are the dean's administration, SEC and coordinators are the vice-deans and heads of the internal organizational units of FVMS.
- Drafting a plan-projection for determination of the needs for title election (scientific-educational and scientific title) according to the needs of the departments. Task carriers are the Dean Office, the Teaching-Scientific Council and the vice-deans and the heads of the internal organizational units of FVMS are coordinators.



- Drafting a plan-projection for retaining and employment of the best students of FVMS. Task carriers are the Dean Office, the Teaching-Scientific Council and the vice-deans and the heads of the internal organizational units of FVMS are coordinators.

The planned timeline for carrying out these aims: five academic years.

Strategic aim 2: Maintaining the optimal count of technical staff and providing new technical personnel.

Activities:

- Drafting a plan-projection of the employed technical staff (laboratory technicians, technicians, analysts etc.) and determination of the real needs and priorities of new staff in the next five-year period. Task carriers are the Dean Office, the Teaching-Scientific Council and the vice-deans and the heads of the internal organizational units of FVMS are coordinators.

The planned timeline for carrying out these aims: five academic years.

Strategic aim 3: Maintaining the optimal count of employees in the Professional-Administration Service.

Activities:

- Drafting a plan-projection of the employees in the Professional-Administration Service and determination of the real needs and priorities of staff in the next five-year period. Task carrier is the Dean Office and the Dean, the Vice-Dean of finances and the Secretary of the Faculty are coordinators.
- Drafting a plan-projection for additional training of the employees in the Professional- Administration Service according to the legislation. Task carrier is the Dean Office and the Dean, the Vice-Dean of finances and the Secretary of the Faculty are coordinators.

The planned timeline for carrying out these aims: five academic years.

The implementation of the FVM-S strategic plan will be controlled through the establishment of a Commission for monitoring the applicability of the strategy which will be selected by the Teaching-Scientific Council with aim to monitor the implementation of the strategy and provide guidance to the Deans Office for the implementation. The success of the implementation of the strategy will be measured by timely update of all the relevant information regarding the initiated activities, as well as the success indicators for each of the seven areas. In order to achieve better quality control, each year in December, the Commission will submit a written report to the Teaching-Scientific Council for the extent of the realization of the Strategy, at a level of a single unit. Based on the reports of the Commission and the achieved results, but taking into account any possible unfulfilled goals as well, the Teaching-Scientific Council, at the latest until June 2023, at the proposal of the Dean, will established a team for the preparation of a new FVMS Strategic plan for the next period (2023-2028).



For successful implementation of this Strategic Plan, support will be needed from all relevant factors in the society, firstly by the Ministry of Education and Science, the Ministry of Agriculture, Forestry and Water Economy, the Food and Veterinary Agency, the Ministry of Finance and the University "Ss. Cyril and Methodius" in Skopje.

The Strategic Plan will not be fully implemented, unless there are changes in the legislation, especially in the higher education in the area of science, in the area of employment of new staff and enabling financial autonomy of the Faculty.

The unresolved property and legal relations directly affect the development of the capacity of the premises, and for the realisation of the strategic aims of this document the support of the Government of the Republic of Macedonia is fully needed.





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