Standard 9

Academic and support staff

9.1. Factual information

9.1.1.- Academic staff (AS) *(PDI Personal Docente e Investigador)*

9.1.1.1.- Academic staff (AS) categories, teaching needs; selection, recruitment and promotion.

AS categories.

The current AS categories is presented and conceptually explained in **Figure 9.1**. All AS are defined by their main characteristics like tenure, civil servant or not, full/part time, PhD or national accreditation requirements:

Tenured, civil servants:
- Full Professor (*Catedrático de Universidad*) (tenured, full/part time, civil servant, PhD required, national accreditation required).
- Associate Professor (*Profesor Titular de Universidad*) (tenured, full/part time, civil servant, PhD required, national accreditation required).

Tenured, non civil servants:
- Contracted Associate Professor (*Profesor Contratado Doctor*) (tenured, full time, not a civil servant, PhD required, national accreditation required).
- Lecturer (*Profesor Colaborador*) (not compulsory to hold a PhD) (lecturer, accreditation required, to be phased out, very uncommon rank).

Non-tenured:
- Assistant Professor (*Profesor Ayudante Doctor*) (compulsory to hold a PhD).
- Teaching Assistant (*Profesor Ayudante*) (does not need to hold a PhD, but usually is a PhD student).

Other teaching positions:
- Professional Professor or Tutor (*Profesor Asociado*) (a part time instructor who keeps a parallel job).

Any AS has a limited number of credits to teach every academic year (average of 24 credits or 240 hours for tenured, and less for non-tenured or other teaching positions), but due to different key or relevant activities (for example research or managements duties) tenure AS get a reduction in the number of credits to teach, and is based on internal University rules that are calculated every year (so called VALDOC, Teacher assessment).
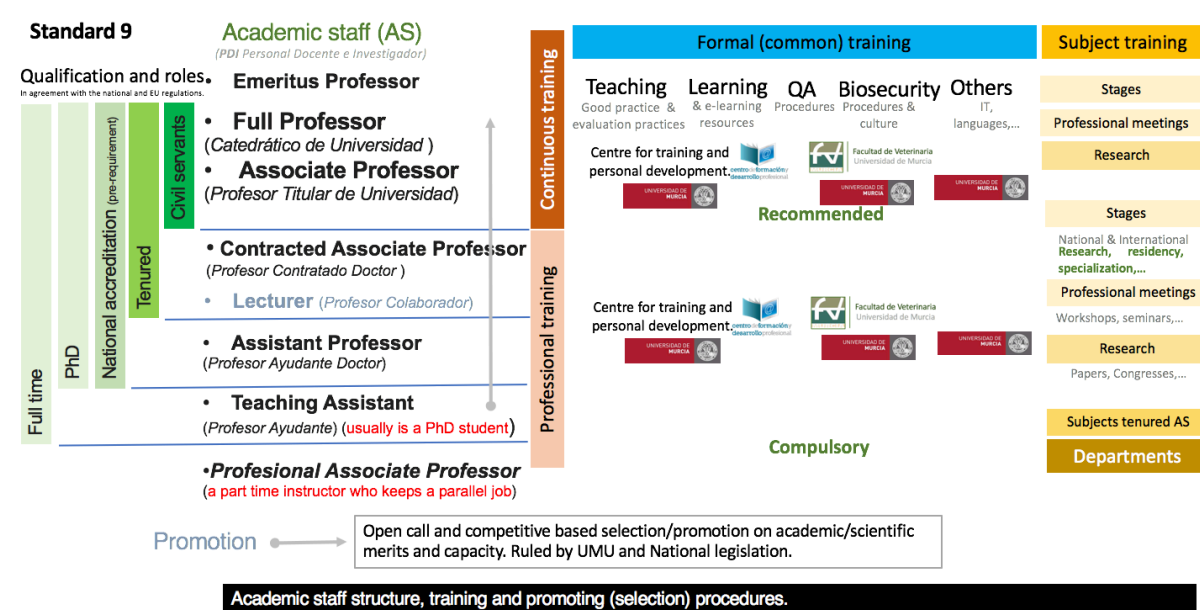

Figure 9.1.- Academic staff structure, training and promoting (selection) procedures.

Teaching needs, selection and recruitment of AS.

Teaching needs for AS.

Table 9.1.1 and 9.1.2 summarise the trend and mean of the number of AS FTE of the veterinary programme (**FVETUM**) in the last 3 academic years, and the number of AS FTE by professional category and Departments in 2016-17 AS, respectively. AS is divided into "Area of Knowledge (**AoK**)" that group all Professors within the same filed of expertise. The **AoK** are listed by National Legislation, and in some cases **UM** (as any other University) has the possibility of define them more precisely. For example, the national list of **AoK** define "Comparative Anatomy and Pathology (Code 025)" and "Human Anatomy and Embryology (Code 027)", but there are no **AoK** for the Veterinary ones, so the University defines both for Veterinary with

University Codes. Departments are based on **AoK** and include the Professors and the teaching needs are based on the number of credits that can be teacher (called "teaching capacity" as the sum of all credits that all Professors are able to teach) that has to be balanced with the "teaching load" that is calculated by the number of theoretical and practical credits (and based on the number of students to teach) of teaching capacity. If an unbalance is identified, the Department is responsible to request to the University (Vice-chancellor of Academic Staff) the new AS needed to fulfil the teaching duties, based on their teaching capacity. This request is analysed within the frame of the University by the Vice-Chancellor and supporting committee (delegated by the University Council), considering the Staff annual action plan of the University, the budget limitations of the annual budget of the University for AS, and the priorities compared to others **AoK** (the most teaching needs the first to get a new AS), and finally proposed and approved by the University Council.

Table 9.1.1.- Trend and mean of the number of AS FTE of the veterinary programme (FVETUM) in the last 3 academic years.

Type of contract	2014/2015	2015/2016	2016/2017	Mean
Tenured, civil servants				
Full time				
-Full Professor	35	34	43	37.33
-Associate Professor	60	60	54	58.00
Part-time				
-Full Professor		1	1	
Tenured, non-civil servants:				
-Contracted Associate Professor	9	9	4	7.66
-Lecturer	4	5	5	4.66
Non-tenured:				
-Assistant Professor	0	0	0	
-Teaching Assistant	0	0	0	
Other teaching positions				
-Professional Associate Professor	17 +2= 19	18	18	18.33
-Predoc with "Venia Docenci"	9	9	14	10.66
Total	**137**	**137**	**140**	**137**

FTE= Full-Time Equivalent.
Venia Docendi= authorized by the Vice-Chancellor for Academic Staff for practical teaching on a limited number of credits.

Table 9.1.2.- Number of AS FTE by professional category and Departments in 2016-17.

Department name	TCS	TNCS	NT	OTP	Total
Basic science					
- Biochemistry and Molecular Biology A	5	0	0	0	5
- Animal Biology	3	0	0	3	3
- Statistics and Operative Research	3	1	0	0	4
Pre-clinical					
- Anatomy and Compared Pathological Anatomy	14	0	0	4	18
- Veterinary Pharmacology	3	0	0	0	3
- Veterinary Physiology	5	1		4	10
Clinical					
- Animal Medicine and Surgery	22	5	0	7	34
- Animal Health	17	0	0	2	19
- Toxicology	4	0	0	5	9
Animal Production					
- Animal Production	13	2	0	1	16
Food Science					
- Food Technology, Human Nutrition and Food Science	8	1	0	7	16
Total	**97**	**9**		**30**	**137**

FTE= Full-Time Equivalent
TCS= Tenured, civil servants, TNCS=Tenured, non-civil servants, NT=Non-tenured, OTP=Other teaching positions

Selection and recruitment of AS.

Once the decision is made, there is an open call of the position for **recruitment**. Usually, The AS categories provided by the **UM** are no- tenure (Teaching Professor or Assistant Professor) because is the beginning of the teaching professional career. In addition, and depending on the credits to be covered by the teacher, the AS category is Professional Associate Professor. For temporary hired positions, the **selection** and **recruitment** is performed through contracting committees of the subject area, which evaluate the records of the candidates and score them based on predefined scale by the University. Dean has no competences on the request of new AS for the Faculty, although is in close contact with the Department Heads to overview the teaching needs to ensure that the teaching subjects are properly covered and by the adequate candidate. Usually, Dean is one of the 7 members of the <u>contracting committee</u>. Once the new AS start his/her academic career, the **promotion** is based on teaching, research and management merits, and there is a maximum time to promote up to the next position. In the case of permanent or tenure positions, it is constraining by the National legislation and by the Regional

economic limitations to be promoted or not. In the last 6 year, the promotion to tenure has been limited due to legislation that limits a replacement ratios of 10% of the number of retired professors of the University, whatever made a long waiting list that now if beginning to move because the rate went up to 50% due to the new economic scenario. Once a tenure-civil servant is approved, the position is advertised and open to all national accredited professors of the same or close **AoK**. In this case, the <u>committee of promotion</u> of based on 5 national members appointed by the University based on the Department proposition. Candidates have to present and defend their academic and research projects as the most adequate to the open position.

     VTH is ruled by the Foundation and the Patronage gives the competences of hiring clinical, technical and administration staff from its own budget, as well as the internships and residents to the Management Board, which core are the Director, Manager and Secretary. The Dean is informed and is member of the recruitment committees, based on a public and open call. Selection is based on academic record, professional skills and personal interview if needed.

9.1.1.2.- Training to teach and assess students (including continuing education).
Training to teach and assess students (including continuing education).

     Any person whom **vocation is teaching and research oriented in veterinary sciences** begins his or her academic carrier as a master or PhD student. During a period of 3-4 years their training is devote to research as well as some teaching activities (mainly practical) in one specific subject where the PhD director is related to. Pre and post-doctoral stages (national or international), paper publications or professional meetings cover most of the time for training.

     Based on the mentioned skills, and with the opportunity of a new open position for non-tenured, and once obtained by the candidate, **non-tenured AS** have the opportunity to be trained for teaching, learning and other <u>formal skills</u> at the *Centre for Training and Personal Development (CTPD) of the* **UM**. Concerning teaching and research training, our teachers can attend courses on the use of different bibliographic tools and online teaching tools, such as the management and applications of the Virtual Campus (development of teaching material for students, evaluation, subject management, etc.). **UM** offered pedagogical, IT training or language course throw specialized services. Within the *National Project of International Campus of Excellence*, **UM** is promoting the English teaching in some areas and Faculties. At **FVETUM** we only have an elective subject at the Vet Degree, and one Master Program taught in English.

     For other specific trainees, the Faculty and University define the special training needs and propose to the CTPD Specific training in biosecurity for support and teaching staff depends on the Labour Risks Service. Specific courses about general labour risks, and those associated to laboratory/animal facilities or use of gases in laboratories are periodically given. This last academic year (2016-17) it has been made a great effort to harmonize and up-date all biosecurity procedures at the **FVETUM**. For that purpose, the Faculty have organized the **Faculty Working Group for Excellence** which main objectives are the horizontal and vertical coordination, and the biosecurity reinforcement. The outcomes of this biosecurity are a harmonized protocol and web, as well as the redefinition of the warning icons of biosecurity. This action is under the supervision of the **UM** Labour Risks Service.

<u>Subject training</u> is more closely related to Department, **AoK**, Research Group or professional training at the International or National Organizations or Associations.

     Competences of **tenured AS** are linked to the subjects that made up the curriculum. All teachers involved in the different <u>subjects must be accredited by the National Accreditation Agency (ANECA)</u> in their corresponding subject areas, including training and research activities. In each subject of the program, the lessons are assigned by the Department and approved by the Faculty to the teachers that are specialized in the different topics. Each academic year, the QA System reviews the subject description guides and elaborates an annual report (see Chapter 11).

     On the other hand, the **UM** program "Innovation and Improvement of Teaching Quality projects" offers our teachers the possibility to apply for funding for new initiatives to improve and set up innovative teaching techniques, and to increase the quality of our programmes at different levels. In the last academic years, the **FVETUM** has developed an innovative project (Portfolio implementation for PRACTICUM and Day-1-Competences), while the academic staff has conducted other projects and has participated in different teaching innovation strategies.

9.1.1.3.- Evaluation of the AS.
Teaching and research activities evaluation of the AS.

     Tenured and non-tenured AS is evaluated of their teaching activities every other year by the students based on a management program of **UM** for QA, using a subject and professor anonymous questionnaire with 24 criteria in a 5 points scale. The last question summarizes the "overall satisfaction" with the professor. The threshold is 3 (5 points scale) and **FVETUM** professors are mostly above that figure. These results are analysed by the IQAC, the new actions for improvement proposed, and submitted to the Faculty Board for discussion and approval. Teaching activates evaluation is needed to obtained the national accreditation by ANECA for non-tenure AS and Associate Professor for promotion, and for tenures AS

every 5 years **UM** evaluate the global teaching activities that if positive is reflected in the tenured AS salaries. All AS at the **FVETUM** have been awarded with the teaching evaluation award named "quinquenio".

Research is a national evaluation (by the National QA Agency for Research) performed on voluntary based and every 6 years. As well than in "quinquenio", this 6-year evaluation ("sexenio") reflects on the salary of the AS, but only for tenured. The tenure AS of **FVETUM** have the individual right to request or not the evaluation, and in general terms the **UM** as well than the **FVETUM** has a high rate of positive evaluated "sexenios". This "sexenio" has become important for teaching in the last 3 years, because the tenured professors need to have positively approved the last potential "sexenio" otherwise there will have a teaching penalty of 8 additional credits.

9.1.1.4.- Veterinarian staff within the AS, compatibility with outside work and VTH adscription.
Veterinarian staff within the AS.
The number and percentage of AS holding a veterinarian degree within the FTE are presented in **Table 9.1.3**. As shown, **FVETUM** fulfil the formal requirement stablished by EAEVE than "most FTE academic staff involved in veterinary training must be veterinarians, and that It is expected that greater than **2/3 of the instruction that the students receive**, as determined by student teaching hours, **is delivered by qualified veterinarians**". Mainly veterinarians are in pre-clinics, clinics, animal production and food science. To reinforce the practical training the **FVETUM** for the intermural curriculum practical training, the Faculty has different Professional Professors in key areas such as food hygiene for slaughterhouse (1 OVS), for large animal reproduction and pathology (3 veterinarian practitioners), and for special surgeries as invited professional veterinarians (the number depends on the availably and special cases per year). Also for extramural practical training (**EPT**) **FVETUM** engage practitioners of different expertise that train students. The recognition of those veterinarians is an Honorary Supporting Professor.

Table 9.1.3.- Percentage of veterinarians AS FTE in the last 3 academic year and mean.

Type of contract		2014/2015	2015/2016	2016/2017	Mean
-	*Tenured, civil servants*	83	81	83	82.33
-	*Tenured, non-civil servants*	13	13	8	11.33
-	*Non-tenured*	0	0	0	00.00
-	*Other teaching positions*	21	23	26	23.33
Total		**117**	**117**	**117**	**117**

AS= Academic Staff; FTE= Full-Time Equivalent.

Compatibility with outside work, **VTH** adscription and specialization.
Full-time professors cannot generally talking undertake outside work as a practitioner or other related activity based on the Spanish legislation and University rules. Part-time professors are allowed to carry out a parallel work, and, in the case of Professional Professor or Tutor, outside work is a requirement to get this position. Based on these rules, **VTH** Foundation has determined stablishes an **incompatibility** between full-time professors and the relationship with clinical activities outside **FVETUM**.

Regarding **specialization**, a significant number of the veterinarian AS are members of different national and international boards, Committees and Agencies National Expert Committees and Agencies, i.e. AEMPS, AECOSAN, R&D&I Secretariat of State, etc. Special mention has to be done to those under the European Board of Veterinary Specialization (EBVS) Diplomates, that has increased since the last EAEVE evaluation, as well the under the Association of Spanish Veterinarian Specialist in Small Animals (AVEPA). Also since the last visit, 2 European residency programmes have been established at the **FVETUM**. The particular case of the **VTH** and pre-clinical the total number of EBVS Diplomates are 19 and other Board Diplomates (AVEPA) are 14. See details in Tables **Table 9.1.4** and **Table 9.1.5**.

Table 9.1.4.- AS FTE of the veterinary programme – numbers and qualifications academic course 2016-2017.

Role	Non Vets			Vets			Vet Specialists			Total
	B	M	D	B	M	D	C	C+M	C+D	
Tenured, civil servants:										
- Full Professor			8			36				44
- Associate Professor			6			48				54
Tenured, non-civil servants:										
- Contracted Associate Professor			1			3				4
- Lecturer						5				4
Non-tenured:										
- Assistant Professor										
- Teaching Assistant										
Other teaching positions:										
- Professional Associate Professor			2	8		8				18
- Researchers hired with "*Venia Docendi*"	2	2	4	2	4					14
Total	**2**	**20**	**12**	**2**	**103**					**137**

Degrees: B= Bachelor; M=Master; D=PhD; C=Board Certificate. *Venia docendi*= authorized by the Vice-Chancellor for Academic Staff for practical teaching on a limited number of credits.

Table 9.1.5.- Veterinarians specialist by the European Board of Veterinary Specialization (EBVS) and the Association of Spanish Veterinarian Specialist in Small Animals (AVEPA) for academic course 2016-2017.

EBVS		AVEPA	
College	Number	Specialization	Number
European College of animal reproduction	4	Anesthesia and Analgesia	2
European College of Porcine Health mamegement	6	Cardiology	1
European College of Veterinary Clinical Pathology	1	Soft tissue surgery	1
European College of Veterinary Diagnostic Imaging	1	Dermatology	1
European College of Veterinary Internal Medicine-Companion Animals Cardiology	1	Diagnostic imaging	2
European College of pathologists	4	Internal Medicine	4
European College of parasitology	2	Neurology	1
		Ophthalmology	1
		Reproduction	1
Total	**19**		**14**

Table 9.1.6.- Research staff of the **FVETUM** (total number)*.

Type of contract	2016/2017	2015/2016	2014/2015	Mean
Permanent**	152	150	150	150,6
Temporary***				0
• Pre-doctoral	26	30	28	28
• Post-doctoral	25	32	27	28
Collaborators to Research Project/Group	192	201	185	192,6
Total	**395**	**413**	**390**	**399**

*Predoctoral and post-doctoral researchers are full-time staff. Staff associated to Research Projects can work part-time or full-time, and their dedication can change during the year. Included in this Table de AS registered at the Vice-Chancellor of Research at **UM**. Permanent researchers (AS) may also be staff from other Faculty bases on the interdisciplinary research projects.
The permanent academic staff of the **FVETUM also conducts research activities.
***The hired academic staff is not included in this table, although they also conduct research activities

Support staff (SS) *(PAS Personal de Administración y Servicios)*

9.1.2.1.- Support staff (SS) categories, selection, recruitment and training.

Support staff (SS) categories

SS is categorized into administrative (ASS), technical (TSS) and service assistant (**Figure 9.2.**). ASS and TSS are graded based on their academic degree, responsibilities and specialization of the position. ASS has basic position (administrative assistant) and advance positions (administrative), and in most of the cases an administrative unit has an administrative manager. For TSS, and depending on the unit/department/service can be also basic (lab technician) or advance (specialized lab technician), and if the number of technicians is large enough their it is designed a manager or head of the service. Usually only centralized service of the University has technical service head.

Support staff (SS) selection and recruitment.

The selection and recruitment of support staff depends directly on the **UM** (General Manager of the **UM**), whom decides the number depending on the estimations from the **UM** Staff Report in consensus with the Unions and approved by the Universitu Council of the University. For those calculations are considered the needs of the Faculties, Departments and Services of the **UM**, asked in advance. The University can hire both, permanent and temporary staff, and in most cases the **UM** has a pool of pre-selected staff (called "the bag of employment") based on open calls and selection based on records and curriculum experience. The specific needs of Faculties, Departments or Services are covered pulling from that bag of employment. These employees are under contract and for promotion to permanent (civil servant support personnel), the University has to define the profile and make an open call for competitive examinations. These examinations are called for the different categories/levels of responsibilities.

Support staff (SS) training.

Training of SS one the personnel is recruited or became tenure can be defined by personal interest of following specialization courses or getting a new Degree (master, specialization courses,…) and also the University provides a professional and continuous training throw the CTPD. Every academic year workers and Unions defined their needs for training, and in agreement with the General Manager of the **UM,** design a training schedule. Any worker can select and request the training courses based on individual or professional needs/interest that is authorized by the head of the Unit, Service, Department or Faculty. This training is made during the working time, evaluated and receive a diploma of the training that is also part of the professional records.
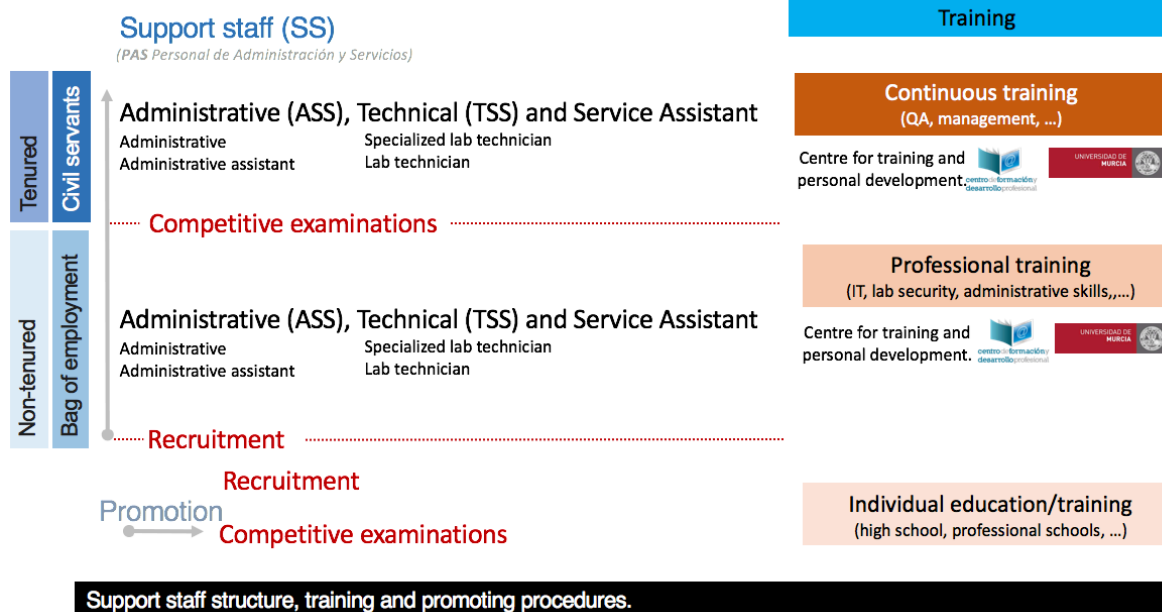
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Figure 9.2.- Support Staff (SS) structure, training and promoting (selection) procedures.

Table 9.1.6.- Support staff of the veterinary programme by location, role and contract.

Main Building					
Role	Type of contract	2016/2017	2015/2016	2014/2015	Mean
Teaching support	Civil service	10	10	10	10
	Permanent hired	10	10	10	10
	Temporary*	1	1	1	1
Responsible for administration, general services, maintenance etc.	Civil service	15	15	15	15
	Permanent hired	2	2	2	2
	Total	**38**	**38**	**38**	**38**
VTH					
Role	Type of contract	2016/2017	2015/2016	2014/2015	Mean
Teaching support	Civil service	5	5	6	5.33
	Permanent hired	1	1		0.66
	Temporary*				
Responsible for administration, general services, maintenance etc.	Civil service	1	1	1	1
	Permanent hired	3	3	3)	3
	Total	**10**	**10**	**10**	**10**
VTF					
Role	Type of contract	2016/2017	2015/2016	2014/2015	Mean
Teaching support	Civil service				
	Permanent (hired by company that manage the **VFT**)	10	10	10	10
	Temporary*				
Responsible for administration, general services, maintenance etc.	Civil service				
	Permanent hired				
	Total	**10**	**10**	**10**	**10**

*Research support staff is not included in this table

9.1.3. Prospected number of FTE academic and support staff of the veterinary programme for the next 3 academic years

FVETUM has received two previous visitations of the EAEVE along this 20 years where one of the strength stressed during the first visitation was the staff youth and the promotion potential of the AS. AS and SS has increased and promoted along these 20 years, but in the last 6 years the **FVETUM** (as well as the whole Spanish public University) has reached a plateau.

Causes are the so called economic crisis, the balance between the teaching load and capacity based on the **UM** standards, and the average age of the staff (>50 years old). With the economic recovery, the promotion and some new open positions have been granted and the motivation and capacities of the staff are better. It is not easy to ascertain or prospect the number of FTE academic and support staff of the veterinary programme for the next 3 academic years because of the above-mentioned reasons. AS and SS will continue their promotion and in areas where teaching duties cover other degrees (vg. Food Technology or Food Hygiene) new open positions will be available with the retirement of the tenure AS. This is especially critical for clinics, that needs to expand or reinforce new services. VTH has the capacity of hiring new veterinarians and that flexibility allows to have a good expectative. Young fellows are needed to replace or support AS and it has been requested to the Vice-Chancellor of Academic Staff to consider the especial needs of the veterinary clinics when the UM has an open call, in addition to teaching and research meritus. Within 3 years frame the environment will be not substantially different, but in 5 to 10 years' time, it is needed to implement a strategy with the **UM** to maintain the standards and ratios. Currently can be considered adequate and within the recommendations of the EAEVE the student/FTE AS and student/FTE SS ratios, although these ratios should be improved to some extent, mainly in relation to practical teaching in small groups, which requires a greater number of AS in comparison with other teaching activities. However, considering the current recruitment and replacement policies of the **UM**, and the progressive ageing of our staff, it is expected that the number of FTE academic and support personnel of our Faculty will not be significantly increased by the University in the next 3 academic years.

9.2. Comments.

- Due to the recent economic crisis, Central Government decided to stop recruitment in the public sector, including Universities, and Local Government had to reduce budget from public Universities. The shortage of replacement made a drastic reduction on the new AS and SS hiring. Regarding AS, only some part time staff (Professional Associate Professor) have been hired.
- Even in this situation, the **FVETUM** counts with a highly qualified, motivated and experienced staff, and with an adequate student- to- teacher ratio. The high percentage of veterinarians on the teaching staff (about 85%) and the fact that the majority of the Departments involved in the Veterinary Degree are located at the **FVETUM**, is a good evidence that teaching is clearly oriented to Veterinary Science.
- The increasing number of AS that have been accredited by ANECA for promotion is a good indicator of the quality and devotion of the staff.

9.3. Suggestions for improvement.

- Although our teachers are highly motivated and experienced, their average age (> 50 years old) has increased, and a programme for new recruitment and replacement should be implemented in a short/medium term. It would be desirable to increase the participation of **FVETUM**, VTH and Departments in the recruitment of both AS and SS, to better match the number and the profiles required, although the UM standards and criteria do not benefit the FVETUM needs.
- The number of EBVS Diplomates and residency programmes at the **FVETUM** should be increased and consolidates.
- The training programmes for academic and support staff also need to be strengthened in key areas and within the **FVETUM** Working Group are reinforcing these courses, such as Biosecurity (next December 2018 will be carried the first one.