



# Strategic Development Plan 2030

**Development planning of the University of Veterinary Medicine Hannover  
Foundation 2020 - 2030**

**Adopted by the committees of the TiHo 19.01.2021**

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## Preamble

The University of Veterinary Medicine Hannover (TiHo) Foundation is a nationally and internationally renowned university with excellent veterinary sciences and an interdisciplinary orientation. It occupies a leading position in research, teaching and services for humans and animals and trains the next generation in all areas of veterinary medicine. The aim of the TiHo is to continuously develop the veterinary sciences while taking social relevance into account.

The TiHo offers its students an excellent education in all areas of veterinary medicine and animal biology in an environment that ranges from basic research to practical clinical training. To this end, the TiHo adapts the curriculum to new professional and social challenges in constant dialogue with students, lecturers and the profession within the framework of the legal possibilities. The aim of the TiHo is to teach students the ability to think in a self-responsible and solution-orientated way and to prepare them for lifelong learning.

The wide range of basic and application-orientated research at the TiHo produces results of the highest international standard in veterinary medicine and animal biology. Research at the TiHo always aims to improve the understanding of the development, prevention and treatment of diseases in an interdisciplinary manner in the sense of the "One Health" concept as well as for animal welfare and animal husbandry. The TiHo also conducts research into the health of food-producing animals, the quality of food and alternative foods for consumer protection and the importance of animal biodiversity. The TiHo occupies an outstanding position in the prophylaxis and therapy of diseases. The TiHo is an important partner in the fulfilment of public tasks in the context of animal disease control, food safety and consumer protection. Patients and owners are offered comprehensive clinical and veterinary treatments based on the latest findings and using state-of-the-art techniques. Through the co-operation of TiHo scientists from different disciplines can work on very specialised, but also comprehensive and interdisciplinary issues competently and efficiently.

The TiHo is highly committed to the international development of veterinary medical sciences. The university also maintains scientific contacts and official partnerships with numerous foreign universities. These relationships and international exchange programmes enable a lively exchange of students and scientists as well as a wide range of joint research projects.

In 2003, the University of Veterinary Medicine decided to become a foundation under public law. This gives the university, as a corporate body under the auspices of a foundation, the status of employer and significant decision-making freedom, for example in financial and economic management or in the appointment of new professors. Funding is still provided without restriction by the state of Lower Saxony. The Ministry of Science and Culture is represented as a member of the Foundation Council, which is responsible for legal supervision. In addition, the work of the Foundation Board gives the Foundation the opportunity to organise its work. After more than 15 years as the foundation's sponsor, the TiHo is fully committed to this legal form and is adhering to it.

## 1. Study and teaching

### 1.1 Study programmes at the TiHo

The following **undergraduate** degree programmes are offered at the TiHo:

- Veterinary medicine
- M.Sc. Animal Biology and Biomedical Sciences
- B.Sc. Biology (together with Hannover Medical School (MHH) and Leibniz Universität Hannover (LUH))

#### 1.1.1 Veterinary medicine

The degree programme covers a broad range of subjects and takes around 5.5 years to complete. The degree is completed with the state examination.

The TiHo endeavours to attract highly motivated students. The universities have the opportunity to select a legally prescribed proportion of students themselves in an admission-restricted degree programme. The aim is to find committed students with an interest in the natural sciences. They should also be involved in a variety of ways in the TiHo's committee work to ensure and continuously improve the quality of the degree programme, support social issues and maintain international contacts.

The curriculum is based on the Veterinary Licensing Ordinance (TAppV), according to which the subjects and the number of theoretical and practical hours are determined. Within the TAppV, it is possible to vary the distribution of theoretical hours among the individual subjects. The TiHo utilises the opportunity to set priorities in certain areas and make adjustments to medical or social changes and requirements.

- Review of the current curriculum and ongoing review of possible changes to the timetable as part of the TAppV trial clause
- High level of commitment to the further development of the TAppV by the TiHo, z. B.: Ethics, economics in veterinary medicine and alternative and supplementary methods to animal testing
- Maintaining the current form of study with a state examination qualification

#### 1.1.2 Biology

The TiHo runs the joint B.Sc. Biology programme with the MHH and the LUH and participates in the interdisciplinary B.Sc. Biology programme.

The students are enrolled at LUH. The degree programme is organised by the Central Biology Facility, ZEB.

- Continuation of participation in the biology degree programme in Hanover and regular review of the proportion of teaching at the participating universities

#### 1.1.3 Master programmes

For students with a degree in natural sciences, the TiHo offers the M.Sc. programme "Animal Biology and Biomedical Sciences" with specialisations that match the TiHo's research priorities. Graduates of this programme can go on to complete their doctoral thesis at the TiHo.

- Continuation of the M.Sc. programme "Animal Biology and Biomedical Sciences" with examination of the modules with regard to demand and adaptation to the requirements of professional skills and alignment of the content to the TiHo research priorities to facilitate access to doctoral programmes at the TiHo
- Examination of further Master's degree programmes, possibly together with other institutions (e.g. with the German Institute of Food Technologies (DIL) for "Food Process and Product Engineering")

#### 1.1.4 Part-time study programmes

The TiHo sees a need for specialisation in veterinary medicine in various areas and has set up a part-time Master's degree course BEST-VET. This opens up the TiHo to other target groups such as those returning to professional life.

- Adaptation and expansion of the modules in the part-time Master's programme BEST-VET to meet requirements in the areas of food quality and safety, veterinary public health, alternative and supplementary methods to animal testing, animal welfare and laboratory animal science

### 1.2 Quality management in teaching

There are numerous instruments that contribute to ensuring the quality of the degree programme. These include the presentation of teaching content in teaching and learning catalogues, the coordination of teaching content and cooperation in the specialist committees, requirements and evaluation of extramural internships, the incorporation of current research results into teaching, the assurance of the quality of examinations and the mandatory participation in the "Professional Teaching" further education programme for all lecturers.

- Systematisation and expansion of existing instruments as part of quality management
- Further development of seminars on university didactics and the professional preparation of examinations

The TiHo regards student evaluation as an important component in the improvement and modernisation of teaching. The university management is in regular contact with the student representatives and used feedback instruments at an early stage to review teaching and learning success as well as study conditions. In addition, the evaluation is carried out by the students after each academic year.

- Further development of student evaluation in terms of quality assurance and feedback systems

The European Association of Establishments for Veterinary Education (EAEVE) is an association of veterinary education centres at European level. Its aim is to harmonise teaching content and ensure the quality of studies in Europe.

- Regular evaluation and accreditation by the EAEVE.

### 1.3 Digitalisation in teaching

The use of e-learning is seen as a necessary supplement to classroom teaching. Practical training remains an essential part of the veterinary degree programme. The expansion of digital concepts leads to a more individualised use of learning tools in addition to practical small group teaching. These include the digitalisation of courses, electronic processing of general learning programmes from pre-clinical to clinical subjects for self-study as well as use in (electronic) examinations and in checks to verify the level of knowledge.

Self-study and e-learning are essential components of the Clinical Skills Lab, in which students are introduced to ethical issues in addition to skills for improving interventions on animals.

- Expansion of digital teaching alongside classroom teaching in all degree programmes at the TiHo

## 2. Research and development

### 2.1 Research focuses and co-operations

Due to the curriculum and the requirements of the TAppV, the TiHo has a corresponding number of subjects with a corresponding breadth of research fields or research clusters

The TiHo's recognised visible research focuses "Infection Medicine with Neuroinfectiology" and "Animal Health and Food Quality" are grouped under the concept of "One Health" and the basis of numerous research networks. The two research focuses are complemented by biodiversity as an important component.

The TiHo has successful co-operations with numerous university and non-university institutions, e.g:

Federal Institute for Risk Assessment  
German Primate Centre Göttingen  
German Food Institute Fraunhofer  
Institute  
Friedrich Loeffler Institutes  
Heinrich Pette Institute  
Hamburg  
Helmholtz Centre for Infection Research in Braunschweig  
University of Music, Drama and Media Hanover Laser Centre  
Hanover  
Leibniz Universität  
Hannover Max Planck  
Institutes  
Hanover Medical School Twincore  
University Medical Centre Göttingen  
...

Research collaborations are also the basis for initiatives for joint research projects and research networks such as Collaborative Research Centres of the German Research Foundation (DFG), DFG Research Units or DFG Research Training Groups such as the current "VIPER" (Virus detection, pathogenesis and intervention). In addition, there are institutions such as the "Lower Saxony Centre for Biomedical Engineering" (Nife) or the Translational Alliance in Lower Saxony (TRAIN). The TiHo also participates in the federally funded Centre for Infection Research (DZIF e.V.) and the Coordination Centre for Transformation Sciences for the intensive agricultural region in north-western Lower Saxony. The TiHo is also involved in joint doctoral programmes at other universities and is open to joint doctoral procedures with other universities under certain conditions.

The research network: "Niedersachsen Research-Network on Neuroinfectiology (N-RENNT)" has given rise to the new research field of neuroinfectiology by linking infectious medicine with systemic neuroscience, which forms the basis for further research collaborations and research network initiatives.

In addition, many projects are carried out in national and international cooperation with veterinary training centres and institutions or with industry.

The activities of the clinics and institutes are presented annually on the basis of publications and third-party funding and a university index is calculated from this, which is published within the university. In addition, a regular internal evaluation and review of research priorities is carried out on the basis of third-party funding, publications, etc. An important concern of the TiHo is the generation of young scientists. This begins with introducing students to research topics.

Professorships are filled in a targeted manner to supplement and strengthen the research specialisations - as far as possible, taking into account the tasks within the curriculum (TAppV).

- Strengthening of offers at the TiHo and participation in national and international programmes to introduce students more closely to research work
- Promotion of applications for third-party-funded networks and support for existing research networks, particularly within the research focus areas and PhD programmes
- Promotion of young researchers, e.g. through bridging grants for DFG proposals with own funding
- Provision of research funding for DFG fellowship applications such as Heisenberg programmes or Emmy Noether fellowships
- Expansion of research activities and networking
- Expansion of regional networks with the conclusion of framework cooperation agreements
- Targeted internationalisation as an important contribution to strengthening research projects, particularly within the research focus areas, for example by promoting the exchange of scientists.

## **2.2 Doctoral programmes**

After completing their studies at the TiHo, around two thirds of graduates enrol on a doctoral programme to obtain the title "Dr. med. vet." or "Dr. rer. nat." and conclude an agreement with a supervisory group. Some modules are compulsory; structured PhD programmes are offered within the Graduate School (see there). The Promovendi are involved in the committee work with a doctoral student representative.

- Inclusion of further structured elements in the doctoral programme to strengthen the doctoral degree Dr. med. vet.

## **2.3 Graduate School**

The TiHo was the first university in Germany to set up a PhD programme back in 1998. The Graduate School for Veterinary Pathobiology, Neuroinfectiology and Translational Medicine (Hannover Graduate School for Veterinary Pathobiology, Neuroinfectiology and Translational Medicine, HGNI) serves to coordinate and promote young scientists, particularly in the field of infection medicine and neuroscience, as well as the interdisciplinary combination of neurology, infection medicine, immunology, physiology, pharmacology and translational research. In addition, the new research field of neuroinfectiology is to be strengthened. The HGNI is centrally financed in terms of equipment, travel and conference funds. In addition, a number of temporary scholarships for doctorates within the PhD programmes are awarded from central funds and from decentralised funds of the scientific institutions.

The Graduate School runs three PhD programmes with different specialist focuses:

- Veterinary Research and Animal Biology
  - Systems Neuroscience
  - Animal and Zoonotic Infections
- 
- Continuation of existing PhD programmes and central funding of equipment
  - Increase in the number of participants in the TiHo's PhD programmes
  - Supporting the acquisition of further third-party funding to promote new specialisation programmes, such as reproductive medicine within the existing PhD programmes and to generate scholarships

## **2.4 Quality management in research**

Scientific work is based on principles that are the same in all countries and in all scientific disciplines. First and foremost is honesty towards oneself and others. It is both an ethical norm and the basis of the rules of scientific professionalism, i.e. good scientific practice, which vary from discipline to discipline.

The TiHo has adopted rules in accordance with the DFG Code of Conduct and is committed to compliance.

- Communicating the principles to students and early career researchers
- Ensuring that the rules of good scientific practice are communicated and applied in scientific institutions

As part of the quality assurance of doctoral theses, these rules are communicated to the doctoral candidates when they write their theses and compliance is checked by the supervisors. In addition, the TiHo has a doctoral procedure that is based on a consistent multiple-eye principle to ensure quality standards. This includes the examination of doctoral applications and the appointment of second examiners by the doctoral committee as well as the further monitoring of the doctoral procedure by a supervisory group.

- Examination and, if necessary, adaptation of the doctoral procedure in line with the recommendations of the German Council of Science and Humanities on quality assurance for doctorates, e.g. acceptance criteria, introduction of guidelines for grading or the selection of reviewers

The TiHo compiles an annual internal overview of its research performance and carries out regular internal evaluations in order to record developments in research activities at the TiHo. In addition, the TiHo participates in external evaluations using the core data set for research.

In addition, the TiHo follows the guidelines for transparency in research and compiles an annual list of externally funded research projects, which is accessible on the Internet.

- Establishment of a comprehensive research information system (FIS)

## **2.5 Appointments**

The structure and appointment policy of the TiHo is orientated towards the main areas of research; in addition, a demanding and complete teaching curriculum must be provided. Both must be orientated towards the current needs of society and modern developments in the veterinary profession, e.g. topics relating to bees, biodiversity, fish etc. The reappointments or new appointments of professorships are discussed along these lines in a future-oriented manner in the University Development Commission and decided by the Senate.

To ensure transparent and standardised implementation and documentation of appointment procedures, appointments at the TiHo are made in accordance with a guideline that has been drawn up based on the recommendations of the German Council of Science and Humanities.

- Increasing the proportion of female professors in new professorship appointments, increasing the proportion of female managers in the institutes and clinics of the TiHo
- Decisions on appeals only after prior structural consideration
- Denominations and orientation of the professorships, taking into account modern tasks in veterinary medicine (e.g. AI in veterinary medicine, nutrition in the future)



### **3. Internationality**

The TiHo is highly committed to the international development of veterinary medical sciences. The university also maintains scientifically orientated contacts and official partnerships with numerous foreign universities. These relationships and international exchange programmes enable a lively exchange of students and scientists as well as a variety of joint research projects. A welcoming culture for international academics, students and employees is practised and the aim is to expand this further. The expansion of internationalisation is a joint task for all members of the university and a continuous process. The aim is to generate high-quality results in teaching, research and services and to promote excellence.

- Offer courses on intercultural and language skills for TiHo members

#### **3.1 Study**

The TiHo accepts students from other EU countries and endeavours to make full use of the statutory quota for foreign students from non-EU countries. The TiHo complies with the European Credit Transfer and Accumulation System (ECTS) for all undergraduate courses. Visiting students from abroad come to the TiHo to study as well as for internships and work placements and receive comprehensive support from the International Office (AAA).

The M.Sc. programme in Animal Biology and Biomedical Sciences is bilingual (German/English), the three PhD programmes of the Graduate School are all taught in English.

The TiHo supports and promotes the so-called "outgoing" activities of its students. This includes the organisation of exchanges, assistance in planning semesters abroad and internships abroad. Various options for financial support are also presented, e.g. the TiHo's own travel grant, DAAD funding or EU programme funding (Erasmus+ programme).

- Improving the integration of foreign students through instruments such as tutoring concepts (e.g. language tandems)
- Increasing the mobility of lecturers and employees

#### **3.2 Research**

The TiHo has maintained numerous international partnerships and collaborations for decades. These are based on reciprocal visits by scientists to work on joint research projects, stays in laboratories and visits to conferences. By creating research conditions that stand out in international comparison, the TiHo aims to position itself even more strongly in the competition for the best minds worldwide.

- Expansion of joint research programmes or dual training programmes such as joint PhD degrees with universities that have complementary research profiles
- Recruitment of guest researchers from abroad, such as Alexander von Humboldt fellows or professorships
- Expansion of visiting professorships to integrate excellent foreign scientists and academics

## 4. Personnel development

Motivated employees form an important basis for the successful achievement of the TiHo's goals. The TiHo takes into account aspects of work-life balance, gender equality and the further development of all employees.

The basis for this is a personnel development concept that describes the individual fields of action for TiHo employees.

- Development of a university-related standard for "good work"
- Continuous further development and adjustment of the areas of action in personnel development and evaluation of the measures

### 4.1 Further training

The "University-wide continuing education programme" (HÜW) is an essential part of the continuing education for TiHo staff. The HÜW programme, which offers more than 150 courses each year, now covers almost all subject areas relevant to staff at universities: e.g. for university administration, special courses for academic staff (e.g. presentation techniques, acquiring third-party funding) or for managers from all university departments (e.g. management development, quality management).

- Support for the further development and financing of the programme and the joint network by the TiHo
- Further training of technical staff as part of their work to learn essential techniques to support research activities, e.g. centralised pro rata financing of courses, guest stays in laboratories, including for the operation of special equipment, etc.

In order to increase the attractiveness of science as a profession for scientific staff, it is desirable to improve the planning of scientific careers in addition to further education and training.

In addition to the programmes offered by the HÜW, specific measures are offered to promote young scientists. In addition to application training, the TiHo offers post-doctoral students or long-serving academic staff the

"Professional Teaching" offers a structured course programme in the field of university didactics.

- Further development of the "Professional Teaching" programme
- Expansion of coaching and training programmes for managers
- Expansion of the range of seminars on university didactics topics

Continuing education within the framework of the "European Colleges" is an important component of the TiHo in international competition. Newly appointed professorships should provide evidence of the European Diploma qualification in the relevant subjects in order to be able to carry out further training at the TiHo.

- Further development of education within the framework of the European Colleges and promotion of the participation of scientists in college education

### 4.2 Junior professorships

In addition to the habilitation, the instrument of the junior professorship is used and supported for further qualification. The junior professorship provides a career perspective in that if there is a vacant professorship and the candidate performs outstandingly (with corresponding evaluation), the junior professor can be appointed to this position with or without a call for applications.

- Continuation of the junior professorship and its use as an instrument for promoting young talent and the targeted preservation of specialisations

- Central financial support for the material equipment of the junior professorship

## 5. Equality

As a member university, the TiHo has committed itself to the DFG's research-orientated gender equality standards. Targets have been set for increasing the proportion of women in areas with underrepresentation and measures have been formulated to promote women in management positions and to improve the compatibility of work and family responsibilities for women and men. In agreement with the Equal Opportunities Officer, the Commission for Equal Opportunities, a permanent Senate commission, the majority of whose members are women, drafts and continuously updates the Equal Opportunities Plan as part of the university's development planning in this area.

A centrally financed TiHo fund for equal opportunities is available for measures such as mentoring, individual coaching, career and vocation training. To improve the compatibility of an academic career and family commitments, the TiHo has a family service office for targeted counselling of parents. The aim is to enable mothers and fathers to share responsibility for family and career and thus achieve an equal work-life balance. The TiHo provides parent-child rooms with a computer workstation where students and employees can withdraw with their children. Childcare in these rooms can be booked flexibly via an external provider. The success of the above-mentioned measures is also reflected in the TOTAL E-QUALITY award, which has been conferred once again.

Female scientists employed at the TiHo are supported in the final phase of their habilitation or an equivalent qualification phase with the Ursula Weigt Programme introduced in 2015. This is a personnel funding programme that serves to improve the conditions for completing a postdoctoral qualification by releasing them from routine activities.

- Updating the equality plan and the presidential fund for equality measures
- Evaluation of the measures
- Receipt of the TOTAL E-QUALITY award or acquisition of similar awards

## 6. Organisation and structures

### 6.1 Foundation

On 1 January 2003, the University of Veterinary Medicine Hannover was transferred to a foundation under public law. As such a foundation, the university enjoys greater autonomy and flexibility. The TiHo fully supports the status of a foundation and accepts responsibility for the success of the foundation model.

- Long-term safeguarding of the foundation model
- Strengthening fundraising activities

### 6.2 Locations and infrastructure

The institutes and clinics of the TiHo are spread over 2 locations in Hannover.

The clinics at the TiHo are organised according to animal species and deal holistically with relevant topics that include aspects of curative medicine through to animal welfare. The institutes cover all subjects relevant to the TAppV. In addition, three branches are available for special tasks in teaching or for specialised fields of research.

Since 1973, the Institute of Virology at the TiHo has been the EU reference laboratory for classical

Swine fever. There are close links with the FAO (Food and Agriculture Organisation), the OIE (World Organisation for Animal Health) and the WHO (World Health Organisation). The Institute of Biometry, Epidemiology and Information Processing has been appointed the "WHO Collaborating Centre for Research and Training for Health at the Human-Animal Environment Interface" (WHO CC HAEI).

The TiHo also has a modern research centre, the Research Center for Emerging Infections and Zoonoses (RIZ) - a unique infrastructure in the university landscape for interdisciplinary research in the field of infection medicine, neuroinfectiology and zoonosis research.

#### 6.2.1 Centres and departments

The establishment of so-called virtual centres (without legal form) is an efficient measure to strengthen cooperation in research and teaching as well as the research focus areas and leads to an increase in the visibility of the respective area:

- Centre for Infection Medicine
- Centre for Systemic Neuroscience
- Centre for Animal Health and Food Quality
- Centre for Reproductive Medicine
- Centre for Alternative and Complementary Methods to Animal Experiments

In addition, the further development of organisational units is being pursued with regard to efficiency and the formation of meaningful units in order to create resources that are used to strengthen active and particularly visible research areas.

- Formation of larger units and, if appropriate, creation of new organisational units in further steps, e.g:
  - Centre for Infectious Diseases
  - Clinical centres on Bünteweg (small animals, pets, reptiles, birds and horses) and on Bischofsholer Damm (pigs, small cloven-hoofed animals, cattle) with links to the epidemiology branch in Bakum and the teaching and research farm in Ruthe
  - Consolidation of the biological institutes into one organisational unit Biology
  - Integration of specialist areas and working groups into larger units

#### 6.2.2 Campus at Bischofsholer Damm

The campus on Bischofsholer Damm has been used intensively by the TiHo since it moved in 1899 and will continue to be needed in the future. The buildings are subject to constant building maintenance by the TiHo and sensible investments necessary for teaching and research operations are made without reservation. In addition, some buildings have undergone energy-efficient refurbishment as part of the economic stimulus programme.

The farm animal clinics, i.e. the Clinic for Cattle and the Clinic for Small Cloven-hoofed Animals and Forensic Medicine and Outpatient Clinic, are located on the campus at Bischofsholer Damm and the site is thus more focussed on farm animals or food-producing animals. This orientation is further supported by the Institutes for Food Quality and Safety, for Animal Hygiene, Animal Welfare and Farm Animal Ethology and for Animal Nutrition, which are located there and deal with topics relating to food-producing animals and feed for farm animals. The Institute of Microbiology, which is located on the site, has also focussed its research on diseases in pigs.

The site is also home to institutes such as the Institute of Anatomy, the Institute of Physiology and Cell Biology, the Institute of Terrestrial and Aquatic Wildlife Research, the Department of General Radiology and Medical Physics and the Clinical Skills Lab.

- Further utilisation of the site at Bischofsholer Damm

### 6.2.3 Campus on Bünteweg

The Bünteweg site is still seen as a future location, as it offers a wide range of development opportunities. To this end, the land was transferred to the foundation and added to its assets. The foundation has also already acquired several additional plots of land in order to ensure the unrestricted future utilisation of the site. This also gives the TiHo the necessary leeway for the formation of new organisational units. For example, the clinic on Bünteweg (for companion animals) and a new research building, the Research Centre for Emerging Infections and Zoonoses (RIZ), were built to strengthen the field of infection medicine research. Necessary renovations of institute buildings on the site will enable or require options for new planning or reorganisation.

- Creation of reserves at the Bünteweg site in the event of changes to the campus at Bischofsholer Damm

### 6.2.4 Other locations

The TiHo also has three other locations with special tasks: On the teaching and research estate in Ruthe, in the Hanover region, veterinary students are taught the forms and tasks of modern livestock farming from a practical perspective; on the other hand, the teaching and research estate is used for inter-company training in the agriculture and food industry. The estate offers a wide range of research opportunities on the animal-friendly husbandry of livestock, with the focus on scientific research into practical issues for future-orientated livestock husbandry that is committed to sustainability. The teaching and research farm is therefore also particularly useful for communicating with the public and political decision-makers.

In Bakum, in the district of Vechta, one of the regions with the highest livestock density in Europe (pigs, poultry), the TiHo is represented with a branch office for epidemiology. In close cooperation with the farms in the surrounding area, the location fulfils tasks in the field of preventive herd management of livestock in teaching, research and services, with a focus on aspects of herd medicine.

A third location in Büsum, on the North Sea, covers the area of aquatic wildlife research with direct access to the coastal waters. It is part of the Institute for Terrestrial and Aquatic Wildlife Research at the TiHo.

- Examination of the tasks and performance of the field offices
- Ensuring close links to the TiHo site in Hanover

## 6.3 Library

The library of the University of Veterinary Medicine Hannover Foundation is one of the largest veterinary medical libraries in the German-speaking world. It has a collection of over 250,000 volumes, including over 80,000 veterinary dissertations. With printed and electronically available journals, the TiHo library makes specialised and foreign titles in particular available to the scientific community

Electronic journals and e-books are licensed and made available on the campus network via the library in order to provide academics with up-to-date literature at any time and from any location. In addition to individual consultations on literature research and open access, the library also offers courses on electronic publishing and literature management.

- Expansion of the range of electronic journals and electronic textbooks
- Continuous updating of the textbook collection
- Alignment of the portfolio with the TiHo's research priorities

- Expansion of the repository

#### **6.4 Administration**

The structures and processes of the TiHo are orientated towards the core areas of research, teaching and services. These must constantly adapt to changing framework conditions.

Against this background, the central administration proactively supports the objectives and tasks of the TiHo with efficient and high-quality services and implements them across the board. It also sees itself as a reliable partner for ministries, co-operation partners and other external bodies and ensures the application of applicable law. It also offers support with processes for the scientific area and with the decentralised tasks for which it is responsible.

With qualified employees and suitable structures, the administration actively contributes to the availability of the technical and structural infrastructure and to financial and personnel flexibility in the internal relationship. The digital transformation not only has an impact on teaching and research, but also on administrative processes. The digitalisation steps of the administration are derived from the digital processes of teaching and research and established in its own procedures and support processes as well as integrated into interfaces with stakeholders outside the university.

- Organisational and personnel development
- Sustainability in property development
- Transparency in processes
- Further development of service performance and quality management
- Expansion of digital processes