

<b>Cover Sheet for Proposals</b>		<b>JISC</b> Content Programme	
<b>Please indicate which strand you are applying for:</b>		<b>Strand A</b>	<input checked="" type="checkbox"/>
		<b>Strand B</b>	<input type="checkbox"/>
<b>Name of Lead Institution:</b>		The Royal Veterinary College, University of London	
<b>Name of Proposed Project:</b>		<b>Opening Veterinary Access to Literature (OVAL)</b>	
<b>Name(s) of Project Partner(s):</b>		<ul style="list-style-type: none"> <li>• University of Nottingham</li> <li>• CABI, Wallingford</li> <li>• Manson Publishing</li> </ul>	
<b>Full Contact Details for Primary Contact:</b>			
<b>Name:</b>		Nick Short	
<b>Position:</b>		Head of e-Media Unit	
<b>Email:</b>		nshort@rvc.ac.uk	
<b>Address:</b>		Royal Veterinary College, Royal College Street, LONDON NW1 0AT	
<b>Tel:</b>		07811 405653	
<b>Length of Project:</b>		7 months	
<b>Project Start Date:</b>		<b>Project End Date:</b>	30 <sup>th</sup> September 2011
<b>Project Start Date:</b>		1 <sup>st</sup> March 2011	
<b>Total Funding Requested from JISC:</b> £ 92,728			
<b>Total Institutional Contributions:</b> £ 27,632			
<b>Total Funding Broken Down over Academic Years (Aug-July):</b>			
<b>March 11 –July 11</b> £ 69,321		<b>Aug 11 –Sept 11</b> £ 51,039	
<b>Outline Project Description:</b>			
<p>The Opening Veterinary Access to Literature (OVAL) project involves the repackaging of currently restricted-view veterinary educational resources into an open format, which will then be made freely accessible to an international audience of veterinary online learners.</p> <p>Veterinary students and graduates have become increasingly confident in using web based resources to supplement or replace traditional approaches to learning. Whilst the convenience of e-learning has obvious attraction, there are also concerns with the academic quality of online information and how to search for it amongst the numerous other less reliable sources. The OVAL project will help to address these issues by adapting quality peer reviewed articles and datasheets provided by our commercial partners and integrating these in to the widely used WikiVet veterinary educational portal.</p> <p>Currently, there is an extensive range of veterinary literature produced by private sector publishers which has a limited readership due to the prohibitive costs. However, with the significant market changes associated with e-publishing, there is now a good business case for making some of these resources free to view. The OVAL project intends to use this opportunity to develop an innovative model for repurposing online journals and text books as Open Educational Resources (OER).</p>			
<b>I have looked at the example FOI form at Appendix A and included an FOI form in the attached bid</b>		<b>YES</b> X	<b>NO</b>
<b>I have read the Circular and associated Terms and Conditions of Grant at Appendix B</b>		<b>YES</b> X	<b>NO</b>

## 1. PROJECT BACKGROUND

- 1.1. The UK veterinary education community has a long track record of collaborating on the development of digital learning resources. This is partly because the sector is relatively small and there are many similarities in the curriculum across the seven UK veterinary schools. This spirit of partnership extends beyond the veterinary schools and includes many FE providers of veterinary nursing as well as a much larger international network of veterinary educators.
- 1.2. In the mid 1990s, all the UK veterinary schools worked on the Computer Learning in Veterinary Education (CLIVE – [www.clive.ac.uk](http://www.clive.ac.uk)) initiative funded initially by TLTP. This successful programme involved developing and sharing over 100 computer aided learning packages on CD ROM which are still widely used both in the UK and internationally.
- 1.3. WikiVet ([www.wikivet.net](http://www.wikivet.net)) is a 21<sup>st</sup> century version of CLIVE, based on Web 2.0 technologies and built using largely student-generated content. It was originally supported by JISC but since 2009 has attracted recurrent financial support from Pfizer - Global Alliances. The WikiVet consortium is focused on the development of an online veterinary curriculum authored by students and recent graduates with expert peer review by specialist staff from across the UK.
- 1.4. The WikiVet project has demonstrated a growing awareness of the range and profile of users benefiting from access to shared and open resources in the veterinary field. For example, WikiVet has seen a 100% growth in registered users to 8,500 in the past year with over 30% of visitors coming from overseas, The site statistics indicate that there is a growing user base in the developing world.
- 1.5. There has been a significant shift recently in the way that veterinary students source information to support their studies. Online journals and texts are now widely available on campus and so physical visits to the library are on the decline. User statistics collected by the Royal Veterinary College (RVC) have shown that there has been a recent switch with a significant majority of students accessing online texts instead of paper based versions.
- 1.6. Publishers are also having to adapt their business practices to accommodate the new opportunities and challenges of digital publishing. Whilst CABI and Manson Publishing have already moved much of their content online, they find it a challenge to attract a paying audience. They recognise that partnership provides one way to drive more users to their site in a similar way to Google Books. This new model involves providing some of their content as a stand-alone open resource which then encourages users to consider purchasing the entire text.
- 1.7. One of the major problems that our online HE libraries now face is access to electronic textbooks. Students have always relied on purchasing a few key texts at the start of the course but these are starting to become redundant in the digital age. Unfortunately e-text books are still limited in number and pricing makes them not only unaffordable to many students but also many libraries cannot afford to subscribe due to current financial constraints.
- 1.8. Students and graduates also face financial constraints when trying to use quality online sources. Increases in student fees and graduate debts are likely to exacerbate this problem in the future. A new veterinary graduate working in a remote rural location is often the most in need to reliable reference material but will likely become the least able to afford it.

## 2. PROJECT OBJECTIVES

- 2.1. The project builds on an earlier project, part of the JISC e-Content Programme (02/09) which focused on enhancing digitised resources by improving their usability and discovery, exploiting Web2.0 methodologies and embedding existing resources into teaching and learning. These approaches will be central to the work proposed for the OVAL project including repurposing

existing content and publishing in an open environment to widen access. In addition, the previous project proposed a thematic approach emphasising relevance to specific teaching and research communities which fits well with the veterinary focus of this particular bid.

- 2.2. The OVAL project will identify new models of partnership and collaboration to respond to the financial crisis prevailing in the HE sector. The proposal represents a dynamic partnership between the WikiVet veterinary portal, an international publisher (CABI), a small specialist UK publisher and two veterinary schools. It is significant that all these commercial partners have agreed to be involved in the bid and reflects a real commitment to identifying new ways for the private and public sectors to work together.
- 2.3. Partnerships imply new business models and working practices. One aspect which the project seeks to explore is the commercial opportunities for HE in working with the private sector. The objective will be to develop the ways that these partnerships can bring added value to all those involved. Identifying these commercial and other benefits of collaboration will provide valuable examples of good practice for the wider HE sector.
- 2.4. Development of new e-content or adapting existing resources has always been a time consuming and costly process. Therefore a key objective of the OVAL project is to develop cost effective work flow practices that increase the efficiency of content creation without impacting on quality. This approach will be informed by the partners' experience of using current students and recent graduates to carry out much of the work. Not only does this minimize staff costs but it also helps to ensure that content generation fits with the real requirements of today's learners.
- 2.5. The OVAL project will draw on the extensive and diverse range of expertise of its HE and private sector partners in content creation and digitisation. The objective will be to identify ways that existing materials can be repurposed and embedded in the WikiVet online curriculum environment. This work will help to demonstrate effective ways of tagging, linking, embedding and searching content in order to provide more effective access and use by students working through the veterinary curriculum.
- 2.6. The main focus of the OVAL project focuses on enhancing the student learning experience in UK HE. However, an additional objective is to identify potential new audiences and markets for UK derived content. In particular the partners are keen to explore the opportunities that exist in international veterinary education in particular in the English speaking world. Therefore in parallel to the main work of the project, a review will be carried out by our private sector partners to build new markets for our content overseas.

### 3 PROJECT PLAN AND DELIVERABLES

The project comprises six Work Packages which are detailed below. A GANTT chart showing the proposed timelines for these activities is provided as Figure 1.

#### WP1 – PROJECT MANAGEMENT

This work package covers all the project management activities including planning, recruitment, coordination between academic and non commercial partner institutions, reporting, assessment of risks/opportunities and oversight of budget expenditures throughout the duration of the project. A project advisory group will be established to oversee progress and advise the project team on future developments. Deliverables will include comprehensive documentation of all project meetings, interim reports to JISC and a full evaluation report on completion for the project.

#### WP2 – IDENTIFICATION OF INFORMATION SOURCES

This will involve the Project Officer working closely with the two publishing houses to identify source material that will be of value to veterinary undergraduate and graduate users. A small focus group of current students and recent graduates will be convened to help advise on the most valuable texts and journals that should be used. Discussions with the publishers will then be conducted to determine which materials they are provided to release as open source resources. Deliverables will include an inventory of resources and media to be repurposed with a detailed GANTT chart of activities and workflow

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### WP3 – ADAPTION OF CONTENT FOR OPEN RELEASE

In this work package, the Project Officer will complete a full inventory of content to be adapted and source the relevant digital assets from the publishers. They will then oversee a small team of two veterinary graduates working for a 3 month period who will edit and repurpose this content. This will include restructuring and rewriting where necessary, integration of digital media and meta-tagging using a standard convention. In addition, the toolkits developed in the OOER (Organising Open Educational Resources) JISC project, will be used to ensure that the content is cleared for copyright, consent and IPR. Deliverables will include a documented methodology for repurposing and digitising existing resources into a format suitable for open publishing.

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### WP4 – EXPERT REVIEW

All content will go through an expert review process before publishing using a small panel of specialists identified by the project partners. This workflow will be designed to be agile and rapid as well as robust to ensure that content that is repurposed during the project is available for use within 3 months of being sent for review. The deliverables of this package will be an electronic audit trail of the review process.

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### WP5 – OPEN PUBLISHING ON WIKIVET

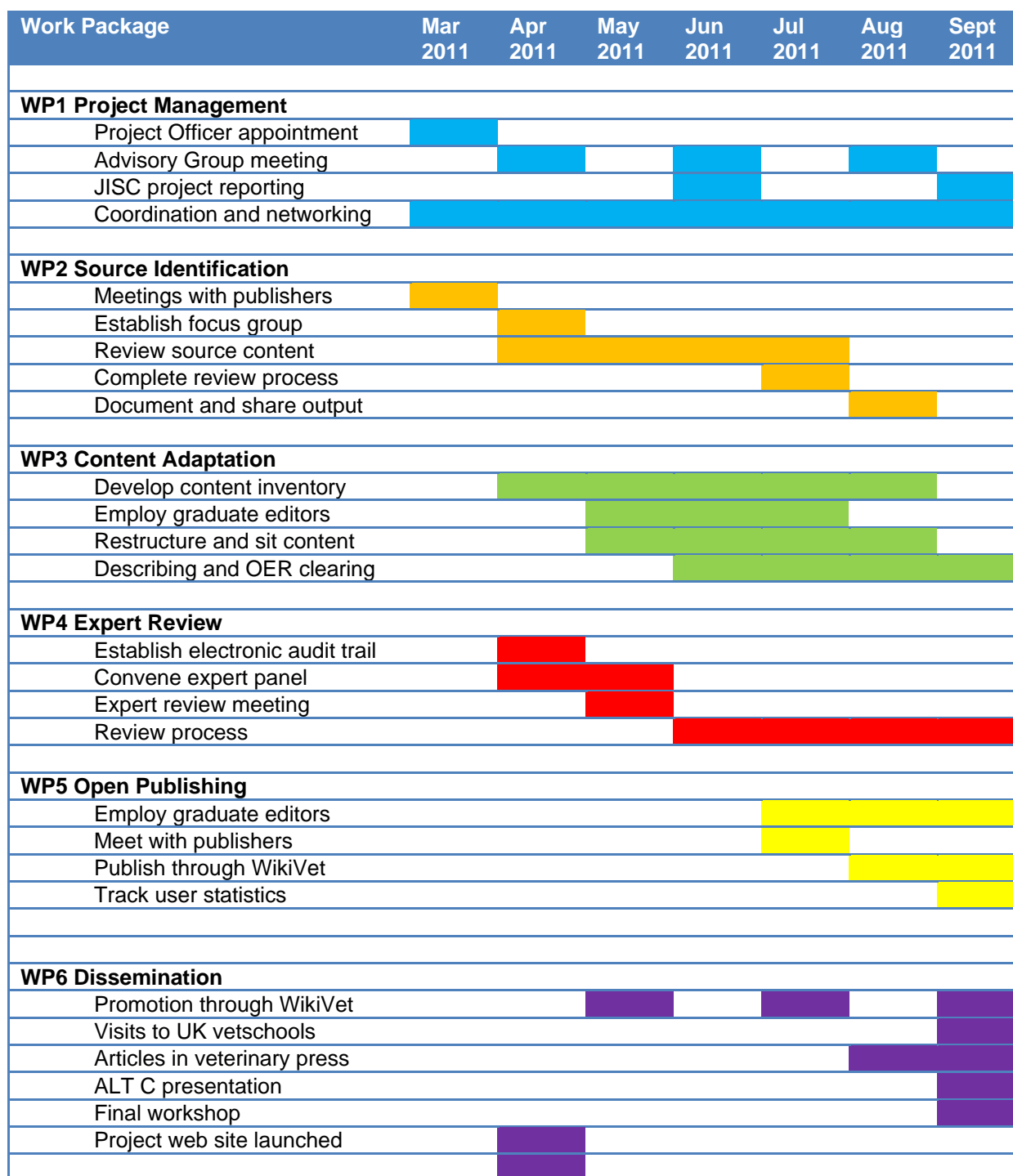
The intention is to publish all peer reviewed content on the WikiVet platform. Using a meta-tag category classification, these new resources will be linked in to multiple relevant sections of the WikiVet site. With assistance of the publishers, the original source of all content will be identified and referral links back to the publishers' site will be provided. This work will be carried out by two veterinary graduates working for 3 months on the project. The deliverables from this work package are estimated to be at least 100 disease fact sheets (1,000 words each) and 10 text books (about 50 pages each).

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### WP6 - DISSEMINATION

This final work package will ensure that the project outputs will be widely promoted to a relevant UK and international audience. This will be the responsibility of the Project Officer, who will use the extensive WikiVet mailing list of over 8,000 vets and students to keep potential users informed of developments. Direct promotion to UK and International veterinary schools will also take place through existing networks, including the HE Academy's Subject Centre MEDEV. Articles in the veterinary press, presence at selected veterinary congresses and conference papers will also be used to raise awareness. Finally the lessons learnt from the project will be shared with JISC and HE partners through reports, presentations at ALT-C and a final workshop.

**Figure 1: GANTT Chart of OVAL project**



## 4 PROJECT MANAGEMENT

- 4.1. The OVAL project will be project managed by Head of the e-Media Unit at the RVC, Nick Short. He already has experience of directing a number of successful JISC projects including the APT STAIRS project in the Users and Innovation Programme and the Bloomsbury Media Cloud in the

Flexible Service Delivery Programme.

4.2. The Project Officer will report on a weekly basis to the Project Manager and will be responsible for providing written progress and accounting reports.

4.3. A small project steering group will be established to support and direct the project comprising:

- Kim Whittlestone a senior member of staff from the RVC LIVE CETL
- Liz Mossop a veterinary lecturers at the University of Nottingham
- Robert Taylor from CABI who has extensive experience in veterinary publishing
- Matt de Bono Marketing Manager from Manson Publishing
- Simon Jackson Head of Learning Support and Information Department at the RVC
- Gillian Brown veterinary adviser at the Higher Education Academy Subject Centre for Medicine, Dentistry and Veterinary Medicine (MEDEV).

4.4. The OVAL project will also establish a small expert review panel of 5 subject experts from the two veterinary schools, who will review the quality of new content being added to the site.

## 5 RISKS

The key risks associated with this proposal are indicated in the table below alongside the respective mitigating actions that would need to be carried out. 1 = low, 5 = high.

Risk	Probability (1-5)	Severity (1-5)	Impact (PxS)	Mitigating actions to prevent, reduce or manage risk
Staffing (problems with recruitment)	1	4	4	An existing short term staff member at the RVC has been identified as the Project Officer and will be available from March 2011. WikiVet already employs on a part time
Organisation (Timescales, budget)	2	3	6	Open, transparent and clear project management, an achievable project plan. Buy-in from senior managers. Rigorous and continuous project management and
Technical (problems with infrastructure)	2	2	4	Resilient existing technical infrastructure with high-level IT support at both universities and from commercial partners.
Legal	1	2	2	Clear creative commons licensing and use of OOER toolkit for all content release to cover consent and copyright

## 6 IPR

6.1 The issue of Intellectual Property Rights is central to the successful implementation of the OVAL project. The extensive work carried out in the OOER project (funded by JISC, HEFCE and the

HE Academy) by both veterinary schools has helped inform the development of this proposal. In particular the OER toolkits will now provide a means of validating and protecting the sources of content that are adapted for use on the WikiVet site. This will be crucial in building trust and a working model with publishing houses who need to be assured that their business will not be compromised by releasing open content.

- 6.2 Currently, WikiVet already uses the Creative Commons Attribution 2.0 License. Further support and advice will be sought from the RVC IP coordinator Patricia Latter or JISC Legal on licensing content when required.

## 7 SUSTAINABILITY

- 7.1 The WikiVet project has made the transition from a JISC and HE Academy funded start-up initiative four years ago to a self sustaining site with long term sources of funding as well as significant institutional commitment. The success of this evolution can largely be attributed to the fact that from the outset a flexible and low cost development model was adopted drawing on the initiative of students and young graduates to drive the process. This not only significantly reduced institutional salary commitments but also meant that additional staff could be brought in to work on short term projects without lengthy recruitment processes.
- 7.2 The unique nature of the WikiVet site, its dynamic model and the institutional support it has garnered have been instrumental in securing new funding streams. The commitment of Pfizer to provide significant support for aspects of the site development would not have been possible without the initial example provided by initial UK government funding.
- 7.3 The OVAL projects aims to follow a similar path to the original WikiVet initiative by using pump priming support from JISC to develop and validate a commercial sustainable model for the release of open resources. The seven months funding is considered sufficient to involve a number of publishing houses in ensuring the longer term sustainability of the initiative.

## 8 RECRUITMENT

- 8.1 This proposal has been developed around a pragmatic approach to short project lead and implementation. In order to do this, it is fortunate to be able to draw upon a pool of graduate editors who are prepared to work at short notice on a flexible basis. Whilst the availability of these graduates is unfortunately a reflection of the poor employment situation at present, it does provide them with the opportunity to earn some short term income as well as improves their CV and application success rates.
- 8.2 The Project Director, Nick Short, has agreed to free up 0.2 FTE to manage the project from March onwards. The Project Officer, Barbora Stanikova is a recent graduate from the RVC who is working part time and is available for employment on a short term contract from 1<sup>st</sup> March 2010. The steering group have all agreed to offer their time for occasional meetings. The expert reviewers have already been identified and will be paid a £ 1,000 incentive to free up time for the project.

## 9 IMPACT

- 9.1 The project impact is likely to be significant if the principal objectives can be achieved. In particular this will provide a progressive model of public private partnerships in sharing educational content. This example is likely to be of benefit not just in the veterinary sector but will also have a relevance across UK Higher Education.

- 9.2 There will also be considerable impact for veterinary learners, whether undergraduate or graduate. WikiVet now has a user base of over 8,000 vets and students many of whom use the site as a reliable source of educational resources. Enhancing the existing content with peer reviewed literature will provide additional value as well as credibility to the site
- 9.3 Finally it is anticipated that the publishing houses will also derive benefits from making their content to a wider audience including increased subscriptions and sales of added value material which users have been directed to from the open source resources that have been made available on WikiVet.

## 10 PREVIOUS EXPERIENCE OF THE PROJECT TEAM

- 10.1 The OVAL project draws on a well established community of practice which has supported the development of WikiVet for the last 3 years. Several members of the proposed OVAL team have also previously worked on the MEDEV OER initiative and are now also collaborating on the Network of Veterinary ICT in Education (NOVICE) project funded by the EU Lifelong Learning Programme. The Project Director, Nick Short, will be responsible for all financial and progress reports to JISC. He heads the e-Media Unit at the RVC and has over 10 years of e-learning experience. He has already been the Project Director of the APT STAIRS project which received £ 250,000 from JISC and on evaluation was perceived to have successfully achieved its objectives. He is currently Project Director for the Bloomsbury Media Cloud project which received £ 90,000 from the JISC FSD Programme.
- 10.2 The Project Manager, Barbora Stanikova, a recent RVC veterinary graduate, has worked for WikiVet since her student days on a part time basis. She has recently been responsible for digitizing the entire Donkey Handbook which was made available by the Donkey Sanctuary. She also has been working on a short term Pfizer funded project to link existing CABI online abstracts with WikiVet. She will be responsible for management of all project activities and ensuring timely delivery of the outcomes from the project work packages.
- 10.3 The Project Steering Group will include one representative from each of the 4 partner organisations and the MEDEV veterinary coordinator, Gillian Brown. Additional representatives from the other vet schools will be invited to meetings and the final workshop.

## 11. PROJECT PARTNERS

The OVAL project consists of 4 partner institutions which represent key stakeholders or beneficiaries of an OER initiative in veterinary education. They will all sign a partnership agreement at the start of the project which sets out responsibilities and IP issues.

### **The Royal Veterinary College (RVC)**

The RVC is the largest and oldest veterinary school in the UK with a well established international reputation in the development of veterinary e-learning resources. It has been one of the founding members of both the CLIVE and WikiVet projects and currently is responsible for managing the WikiVet site. The RVC is currently a main partner in the EU funded NOVICE project to develop a European network of veterinary e-learning developers. The College will lead the project drawing on past experience of managing JISC funded projects and its involvement in the original OER initiative.

### **Nottingham Veterinary School**

Nottingham is the youngest UK veterinary school with a major commitment to developing e-learning resources throughout their innovative curriculum. The school is already an active partner in the WikiVet project and collaborates closely with the RVC on other joint funded projects. In the OVAL project, Nottingham will be an active partner in identifying published resources to be repurposed, providing recent graduates to help with the editing and reviewing the use of published content by their own students.

## CABI

CABI is a not-for-profit science-based development and information organization. CABI produce key scientific publications, including CAB Abstracts – the world-leading database covering agriculture, veterinary medicine and environment. They also publish multimedia compendia, books, ebooks and full text electronic resources aiming to further science and its application to real life. CABI's role in the OVAL project will be to draw on their existing publishing expertise to identify suitable sources of information to be digitised and shared from their own collection.

## Manson Publishing

Manson Publishing publishes books for professionals and students in veterinary medicine, human medicine and the sciences. They specialise in illustrated books for study and reference, produced to a high standards in full colour and at affordable prices. Veterinary titles cover the full range of specialties within exotic, equine, farm and small animal practice. The company will be providing a number of their question and answer clinical cases from their portfolio of textbooks for digitisation.

## 12. BUDGET

Directly Incurred Staff	March 11-July 11	Aug 11-Sept 11	TOTAL £
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
<b>Total Directly Incurred Staff (A)</b>	<b>£ 32,457</b>	<b>£ 19,663</b>	<b>£ 52,120</b>
Non-Staff	March 11-July 11	Aug 11-Sept 11	TOTAL £
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
<b>Dissemination</b>			
Final workshop including venue at the RVC, catering, delegate packs and travel allowance (£ 100 max) for 25 people		£ 2,500	£ 2,500
Attending ALT C including registration		£ 600	£ 600
<b>TOTAL</b>		<b>£ 3,100</b>	<b>£ 3,100</b>

<b>Evaluation</b>			
External Project Evaluator (5 days @ £ 500) from London Knowledge Lab		£ 2,500	£ 2,500
<b>TOTAL</b>		<b>£ 2,500</b>	<b>£ 2,500</b>
CABI Consultancy (Including Overheads) to provide technical support		£ 10,000	£ 10,000
<b>TOTAL</b>		<b>£ 10,000</b>	<b>£ 10,000</b>
<b>Total Directly Incurred Non-Staff (B)</b>	<b>£ 1,670</b>	<b>£ 16,970</b>	<b>£ 18,640</b>
<b>Directly Incurred Total (C)</b>	<b>£ 34,127</b>	<b>£ 36,633</b>	<b>£70,760</b>
<b>Directly Allocated</b>	<b>March 11–July 11</b>	<b>Aug 11 –Sept 11</b>	<b>TOTAL £</b>
<b>Staff</b>			
████████████████████	████	████	████
████	████	████	████
Other	£0	£	£
<b>Directly Allocated Total (D)</b>	<b>£15,625</b>	<b>£6,343</b>	<b>£21,968</b>
<b>Indirect Costs (E)</b>	<b>£19,569</b>	<b>£8,063</b>	<b>£27,632</b>
<b>Total Project Cost (C+D+E)</b>	<b>£69,321</b>	<b>£51,039</b>	<b>£120,360</b>
<b>Amount Requested from JISC</b>	<b>£ 49,752</b>	<b>£ 42, 976</b>	<b>£ 92.728</b>
<b>Institutional Contributions</b>	<b>£ 19,569</b>	<b>£ 8,063</b>	<b>£ 27,632</b>
<b>Percentage Contributions over the life of the project</b>	<b>JISC 77 %</b>	<b>Partners 23 %</b>	<b>Total 100%</b>
<b>No. FTEs used to calculate indirect and estates charges, and staff included</b>	<b>FTEs 1.2</b>	<b>Nick Short (Director) 0.2 (7months) Barbora Stanikova 1.0 (7 months)</b>	

Institutional contributions are provided by the RVC agreeing to completely support all Indirect Costs of the project. In return quantitative and qualitative benefits will include access to a significant resource of new open source literature.

**FOI Withheld Information Form**

We would like JISC to consider withholding the following sections or paragraphs from disclosure, should the contents of this proposal be requested under the Freedom of Information Act, or if we are successful in our bid for funding and our project proposal is made available on JISC's website.

We acknowledge that the FOI Withheld Information Form is of indicative value only and that JISC may nevertheless be obliged to disclose this information in accordance with the requirements of the Act. We acknowledge that the final decision on disclosure rests with JISC.

<b>Section / Paragraph No.</b>	<b>Relevant exemption from disclosure under FOI</b>	<b>Justification</b>
NA	NA	NA



**Royal Veterinary College**  
University of London

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10<sup>th</sup> December 2010

Project Officer - Digitization

JISC

University of Bristol  
3rd floor, Beacon House  
Queens Road  
Bristol  
BS8 1QU

Dear Sir

**RE: JISC GRANT FUNDING : E-CONTENT PROGRAMME**

I have pleasure in providing a letter of support for the RVC led partnership bid entitled **Opening Veterinary Access to Literature (OVAL)** for consideration under the above JISC call.

This expression of interest brings together considerable expertise at the RVC in the development, distribution and use of Open Educational Resources (OER) within veterinary education. It also fits closely with our institutional e-learning strategy which empathises the importance of affordable online access to literature for both students and graduates. We recognise the importance of collaboration through sites such as WikiVet when developing these resources and welcome the support that JISC might be able to offer to facilitate this process.

The Royal Veterinary College therefore fully supports the involvement and commitment of its staff and resources to manage and deliver this project.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Q. McKellar', is written over a light blue rectangular background.

**Professor Quintin McKellar BVMS MRCVS PhD DVM**  
Principal, Royal Veterinary College



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## **Animal Health Europe / AfME**

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08 November 2010

TO WHOM IT MAY CONCERN

**RE: Opening Veterinary Access to Literature (OVAL) Application**

This is a letter of support for the WikiVet application led by **Mr Nick Short** of The Royal Veterinary College.

On behalf of Pfizer Animal Health I would like to express our strong support on this proposal as its goals of improving educational resources for veterinarians and related workers, and increasing the collaboration and knowledge exchange between different Universities and industry are absolute priorities for our company that seeks to continue being in the forefront of supporting animal sciences and veterinary education.

In particular, the close association and interactions of industry with the public research and teaching sectors in a joint venture forms a very strong partnership that should enable the project to reach its goals and produce significant impact for our area of activity.

This proposal builds upon the existing WikiVet project development, which we are currently providing both cash and in kind support. We are happy to fully support the involvement and commitment of WikiVet staff to this proposed work.

Yours Sincerely,

A handwritten signature in black ink, appearing to read "Theo Kanellos".

Theo Kanellos,  
Associate Director,  
Global Alliances, Pfizer Animal Health