



UCD School of  
Veterinary Medicine

STRATEGIC PLAN 2019 – 2024

# One Health, One Welfare



**Vision:** A flourishing Veterinary School, positively impacting health, animal welfare, and the environment

**Mission:** UCD School of Veterinary Medicine strives to be an inclusive community, delivering excellence in education, research and clinical endeavour

- Goals:**
1. Excellence in education
  2. Exceptional student experience
  3. Impactful and innovative research
  4. Highest standards of animal care and welfare
  5. Effective engagement with stakeholders
  6. Inclusive and empowering community

**Values:** Excellence, integrity, collegiality, engagement, creativity, diversity & innovation

Goals	Objectives	Outcomes
<b>Excellence in Education</b>	<ul style="list-style-type: none"> <li>• Provide excellent student centred education</li> <li>• Continuously improve curriculum</li> <li>• Maintain accreditations</li> <li>• Achieve QSWUR by Subject top 10 ranking</li> <li>• Provide professional lifelong learning opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Students have improved critical thinking and lifelong learning skills</li> <li>• Fully engaged review processes</li> <li>• Successful accreditations</li> <li>• School is ranked in top 10</li> <li>• Lifelong learning opportunities for relevant stakeholders</li> </ul>
<b>Exceptional Student Experience</b>	<ul style="list-style-type: none"> <li>• Offer a range of student supports</li> <li>• Encourage student participation and engagement in societies and extra-curricular activities</li> <li>• Culture of peer mentoring and wellbeing</li> <li>• Develop our alumni community</li> </ul>	<ul style="list-style-type: none"> <li>• Students are more aware of resources and engage positively with them</li> <li>• Increased student engagement with campus life</li> <li>• Peer mentor support for all new students</li> <li>• Increased alumni engagement</li> </ul>
<b>Impactful &amp; Innovative Research</b>	<ul style="list-style-type: none"> <li>• Increase research participation</li> <li>• Maximise research output</li> <li>• Ensure research of high impact</li> </ul>	<ul style="list-style-type: none"> <li>• Increased levels of research participation amongst staff</li> <li>• Increased cross-disciplinary research linkages</li> <li>• Large cohort of postgraduate students</li> <li>• Top 10 in QSWUR by Subject</li> <li>• Recognition for research expertise and impact</li> </ul>
<b>Highest Standards of Animal Care &amp; Welfare</b>	<ul style="list-style-type: none"> <li>• Anticipate and respond to societal needs</li> <li>• Recruitment processes to attract skilled specialists</li> <li>• State of the art facilities and equipment</li> <li>• Students trained to highest standards</li> <li>• Support innovative, robust and relevant clinical research</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic appointments that reflect changes in health &amp; society</li> <li>• Provide training to highest standards</li> <li>• Improved staff retention and satisfaction</li> <li>• Improved facilities and equipment</li> <li>• Standardised and consistent level of training</li> <li>• Enhanced promotion for clinical staff</li> </ul>
<b>Effective Engagement with Stakeholders</b>	<ul style="list-style-type: none"> <li>• Build and strengthen relationships</li> <li>• Greater visibility of strategy/brand</li> <li>• Stakeholders informed of School outputs and expertise</li> <li>• Enhance communication activities</li> <li>• Strategic approach to outreach and public engagement</li> <li>• Coordinated and strategic approach to development</li> </ul>	<ul style="list-style-type: none"> <li>• Active communication links with all stakeholders</li> <li>• Social media strategies and policies</li> <li>• Increased awareness of the work of the School</li> <li>• Well informed/engaged community</li> <li>• Targeted engagement activities</li> <li>• Successful raising of external funding</li> </ul>
<b>Inclusive &amp; Empowering Community</b>	<ul style="list-style-type: none"> <li>• Promote staff morale through a positive work-life balance and work environment</li> <li>• Create an inclusive, diverse and open staff community</li> <li>• Implement UCD staff recruitment, induction, retention and promotion opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Positive work-life balance</li> <li>• Embedded Performance for Growth (P4G) system</li> <li>• Achieve and implement Athena SWAN award and other relevant initiatives</li> <li>• Create EDI Champions</li> <li>• Foster a collaborative environment</li> </ul>