



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