

The Royal (Dick) School of Veterinary Studies

2020-2025
Strategy
Summary



THE UNIVERSITY *of* EDINBURGH
The Royal (Dick) School
of Veterinary Studies

Strategic plan for the Royal (Dick) School of Veterinary Studies 2020–2025: Summary document

Our Mission

We aim to provide world-leading education, research, and clinical service to improve the health and welfare of animals and humans. Our mission is to benefit society and the environment by educating veterinary surgeons to become members of world-wide public and professional health care teams, and to advance veterinary and comparative medicine through research into disease and disease processes with the goal of improving the health and welfare of both animals and human beings.

Further, and through the Roslin Institute and our Global Academy of Agriculture and Food Systems, we aim to educate the next generation of Agri-food leaders and to develop research solutions to solve the grand challenges relating to food security and one health.

Using outstanding educational, research and clinical facilities, we:

- Ensure a stimulating educational environment to equip our students for their chosen profession and life-long learning, underpinned by an excellent curriculum.
- Undertake veterinary clinical, biomedical and agri-food system research to improve animal health and welfare, and human and environmental health (One Health).
- Provide a veterinary service of the highest quality to our clients, and in doing so provide clinical opportunities for our students in a wide variety of domestic species.
- Protect society through safe and appropriate food production, and control of emerging and zoonotic diseases.

Through our activities, we support the aims of the University of Edinburgh in its fundamental mission to advance and disseminate knowledge and understanding.

Our Values

- We aim to achieve excellence in all that we do: teaching, research, social relevance; being at all times principled, inclusive, humane and respectful.
- We will have a strong sense of community: fostering an environment in which staff, students, alumni and friends are proud to be part of our veterinary school family.
- We will celebrate and strengthen our intrinsic and distinctive internationalism attracting the world's best minds to come to study and work with us and building global partnerships for research, teaching and impact.
- We will be diverse and accessible to all.
- We will sustain a deep allegiance to the city in which we are based, to the region and to Scotland, ensuring relevance to the local population and with a global perspective.
- We will be a place of transformation and of self-improvement; driven to achieve societal benefit for individuals, communities, societies, and nations.
- We will be ambitious, bold and act with respect, integrity confidence and assertiveness whilst being willing to listen.

Our Vision

Our vision is to lead the future direction of veterinary medicine and science through unparalleled excellence in education, research and clinical practice and to directly benefit animal, human and environmental health (a 'one health' approach).

Realising Our Vision

Our vision and strategic goals are advancing Education, Research and Clinical Practice; all three being inextricably linked. Knowledge exchange pervades the three core activities, all of which are supported by a strong professional services foundation. This allows us to enhance our talent, maintain sustainable infrastructure, and provide high quality integrated services.

Our strategic priorities guide our approach to achieving these goals. The commitment to our strategic plan is collective and democratic: the entire School is responsible for its delivery and achievement. We anticipate that, over time, the aims and objectives for each of the strategic goals will remain essentially the same, with the strategies and KPIs being modified in response to changes in our operating environment. Unless otherwise stated, the targets run for the life of the strategic plan. Underpinning the School-level strategic plan are the complementary strategies and plans of the Roslin Institute and the Global Academy of Agriculture and Food Security.

Current Context

The Royal (Dick) School of Veterinary Studies includes the Roslin Institute, the Global Academy of Agriculture and Food Security, Referral Hospitals, General Practice, Langhill and Dryden Farms, LARIF and the Roslin Innovation Centre.

The strategic plan has been reimagined in 2020 in light of the Coronavirus pandemic and as a consequence of the School-level recommendations of the Adaptation and Renewal Group. Building a School Community for the 21st Century Despite the devastating effects of the pandemic globally, and impact specifically on the School, this has allowed us to re-evaluate the overall strategy for the future, ensuring a values-led approach to our mission.

Following the initial crisis management of the pandemic, we brought together six Adaptation and Renewal (ART) workstreams to support the School through this extraordinary period. Merging the work and recommendations from these workstreams with the draft strategic plan has created a clear direction of travel with both economic and academic sustainability.

The workstreams and key recommendations

1. Student Admissions
2. Teaching and Learning/Student Experience
3. Research Strategy
4. Clinical Strategy
5. Estates and Infrastructure
6. Governance and SEP (Service Excellence) Implementation

Key recommendations from these groups were embedded into the following strategy.

Strategic Priority 1: Advancing and Promoting Excellence in Education

Aim

To provide an outstanding student experience; to stimulate in our students a lifelong thirst for knowledge and learning; to encourage a pioneering, innovative, independent attitude, and an aspiration to achieve success within and beyond the School. To maintain our position as a world leading centre for education.

Key Performance Indicators (KPIs)

- Student Numbers
- NSS scores
- Graduate surveys
- Employability
- Educational Research Publication Output
- International QS rankings

Strategic Priority 2: Advancing Excellence in Research and Translation

Aim

- To conduct and translate with impact world-leading animal biosciences for Future Food and One Health research that will:
 - Contribute to our understanding of animal biology, in order to
 - Promote and sustain the health and wellbeing of animals and humans on a rapidly changing planet, and
 - Contribute to global food security by enhancing the productivity, health, welfare and management of food-producing species within socially, environmentally and economically sustainable global agri-food systems
- To foster a vibrant, successful and interactive research community that generates ideas, creates knowledge and applies this knowledge for the economic, cultural, societal and health benefit of local Scottish, UK and global communities.
- To train future generations of researchers, research and industry leaders and entrepreneurs within the veterinary, agriculture, aquaculture, animal health and welfare, biotech and biomedical sectors.

KPIs

- Evidenced Real World Impact
- Number and quality of peer-reviewed publications
- Increase in grant income
- Increase in indirect cost recovery
- Increasing number and value of international and industrial collaborations, including via UK Government's Industrial Strategy Challenge Fund & Global Challenges Research Fund
- Increase in translational and commercialisation income
- Number of postgraduate research students and completion rates
- Renewal of BBSRC strategic investment at Roslin for 2023-2028, and successful annual assurance and mid-term reviews of Institute Strategic Programmes
- REF2021 outcome

Strategic Priority 3: Advancing Excellence in Clinical Practice

Aim

To provide unparalleled and outstanding clinical care within our primary and referral level practices. To advance clinical practice through research.

Objectives

- Ensure strong clinical and business performance.
- Optimise the number of specialist services.
- Enhance our clinical postgraduate training.
- Enhance clinical and translational research.
- Enhance our public engagement activities and outreach.

KPIs

- Staff and Student satisfaction
- Customer satisfaction
- Case load, Clinical income and expenditure
- Resident success rates (external diploma examinations) and career surveys

Strategic Priority 4: Providing an Academic and Professional Services Ecosystem

The realisation of our strategic goals can only be achieved through the provision of a wide range of high-quality professional services focussed on enhancing and enabling exceptional people, the provision of sustainable infrastructure and provision of a wide range of integrated services. This creates an academic and professional services ecosystem that supports community building and success.

Aim

To create a sense of community across the School with a positive work culture, where staff are cultivated and supported. Creating a flexible and diverse workforce which are developed to utilise their full potential, to provide a stimulating environment for work.

Objectives

- Attract and retain a diverse range of high-quality flexible staff to meet our evolving needs.
- Enable a flexible career structures which develop talent and fosters a culture of continuing professional development.
- Encourage active employee engagement across a broad range of activities in the School.
- Ensure staff are appropriately recognised and rewarded for their work.
- Champion an inclusive supportive and collegial work environment, which is underpinned by our principles of dignity and respect, equality and diversity, health and wellbeing.

KPIs

- Recruitment Statistics
- Maintain Succession Plan
- PDRs undertaken annually
- Athena SWAN maintained
- IIYP maintained with the aim of gaining IIP by 2021
- Annual Staff Survey
- Health and Wellbeing activities provided
- Development opportunities provided to staff
- Record of CPD
- Career progression statistics

Strategic Priority 5: Sustainable Infrastructure

Aim

To ensure that the School has access to the facilities, resources and services necessary to sustain an efficient, stimulating and vibrant working and learning environment.

Objectives

- To support the delivery of the University Estates Development Plan for the Easter Bush Campus.
- To optimise the most efficient and effective use of the School's space.
- To support the sustainable operation of equipment, facilities and resources required for a world-class learning, clinical and research environment.
- Ensure the effective organisation and coordination of building projects, repairs and alternations as well as all equipment repair/service for all activities.
- Ensure the appropriate provision of IT infrastructure is maintained to deliver the School's requirements.
- Ensure effective arrangements are in place for compliance to both our statutory and University obligations for Infrastructure.
- Ensure sustainability for the future through continuous improvement of all current practices across the School.

KPIs

- Delivery of Building Projects within UoE Campus Development Programme
- Delivery of Minor Works & Refurbishment Projects
- Delivery of IT & AV Infrastructure projects
- Regular review of Condition of Estates surveys
- Review of Building Repair Reports
- Maintenance of Equipment Register, and Replacement Equipment Plan
- Maintenance of Sustainability Gold Awards
- Achieve accreditation/licences with Regulatory Authorities or Professional Accreditation Bodies

Strategic Priority 6: Integrated Services

Aim

To create a collective sense of purpose across all Professional Service provision in the School, where high quality standards of service delivery, accountability and financial control are achieved.

Objectives

- Maintain and enhance the financial strength of the School finances through appropriate planning and control, in order to secure long-term viability of School activities.
- Provide the specialist technical support and professional services required for the maintenance of teaching, research and clinical activities across the School.
- Ensure user support services are efficient and accessible; available for all staff, students and visitors who require them.
- Deliver value for money in our activities and ensure high standards of accountability, probity and financial control.
- Actively contribute and participate in the University's Service Excellence Programme
- Providing open and transparent access to data in order to develop trust in the integrity of services provided.
- Provide timely reports and transparent communications on all services provided to the School.
- Develop and implement a School Marketing and Communications Strategy.
- Continuously develop Public Engagement and Outreach activity in line with evolving strategy.

KPIs

- Increased University Contribution
- Growth in income and philanthropic gifts
- Reduction in expenditure
- Student numbers Financial Plans and Reports
- Value for money studies / Service Review reports
- Benchmarking of activity against relevant peers
- User service statistics
- Successful Audits with Professional Accrediting Bodies/Sponsors/ Regulatory Authorities
- Successful School Implementation of new policies and systems arising from SEP
- Annual reporting/ user service statistics/ feedback against each professional service strategy.