

# Strategic Plan

2025 - 2030



**One Health,  
One Welfare**



UCD School of Veterinary Medicine  
Scoil an Leighis Tréidliachta UCD



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# Vision

A dynamic veterinary community, dedicated to excellence in education, driving innovation and sustainability in One Health, One Welfare initiatives that address societal needs.



# Mission

UCD School of Veterinary Medicine is an inclusive and diverse community empowered to deliver excellence and impact in education, research and clinical services.



# Values

**Guided by UCD's Core Values:**  
Excellence, Engagement, Creativity,  
Collegiality, Integrity, Inclusion

**Our Values:**  
Collaboration, Community,  
Empathy, Leadership,  
Professionalism, Sustainability.

# Introduction

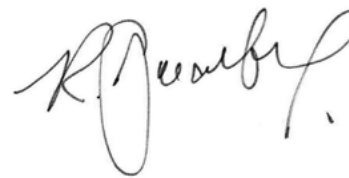
With a proud heritage dating back to the foundation of the Royal Veterinary College of Ireland in 1900, the UCD School of Veterinary Medicine remains at the forefront of innovation in veterinary science, clinical practice and education, with its exceptional track record in these areas recognised both nationally and internationally. A strong sense of community underpins our work, and community engagement has been central to the development of our new Strategic Plan. Through extensive and meaningful engagement with staff, students, alumni and external stakeholders, we have developed a set of ambitious but practical goals that our community can truly feel ownership of.

Our School strategy continues to be underpinned by a 'One Health, One Welfare' ethos - in a rapidly evolving world, the health and well-being of animals, humans, and the environment are inextricably linked. This holistic approach recognizes the interconnectedness of all living beings and their environments, emphasising the importance of collaborative efforts to address complex health challenges.

Our strategic plan will guide our efforts in the following key areas:

- **Education:** We will continue to provide an exceptional student experience that equips our students with the knowledge, skills, and values necessary to become compassionate, ethical, and innovative veterinary professionals
- **Research:** We will conduct cutting-edge research to advance our understanding of animal health, disease, and welfare, and to develop innovative solutions to address pressing global health challenges
- **Clinical work:** We will embrace innovation and foster a culture of creativity to drive advancements in clinical care and improve the lives of animals and humans

Through the implementation of this Strategic Plan, the UCD School of Veterinary Medicine will continue to be a leader in veterinary education, research, and clinical care, making a significant and lasting impact on society.



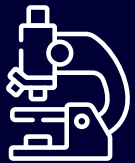
**Rory Breathnach**  
Dean & Head of School

# Goals



1

Excellence in education



2

Innovative and impactful research



3

Highest standards of animal welfare and veterinary care



4

Financial model future proofed for sustainable development



5

Positive reputational status ensuring visibility and influence



6

Inclusive community providing an exceptional staff and student experience



# Strategic Goal 1



## Excellence in Education

1

Ensure Veterinary Medicine and Veterinary Nursing curricula are aligned with the needs of the modern veterinary professions

2

Maintain educational standards and continue to meet standards set by national and international accreditation bodies

3

Support the delivery of excellence in veterinary medical education through engagement in educational research, scholarship and informed innovation

4

Provide a structured and evidence-based approach to the continuing professional development of educators of veterinary professionals

5

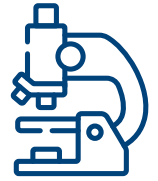
Provide flexible, innovative and sustainable CPD offerings to the veterinary professions

6

Promote high ethical standards in the use of animals in teaching



## Strategic Goal 2



# Innovative and Impactful Research

- 1 Effectively resource and support research excellence within the School, focusing on actions and initiatives that will make the greatest difference to the most people
- 2 Promote a positive research culture, encompassing clinical research, and provide opportunities for cross and interdisciplinary research and for researchers to grow networks locally and internationally
- 3 Engage with stakeholders to identify appropriate areas of research and development
- 4 Build research capacity within the School, utilising UCD resources where these are available, and increase research impact
- 5 Embed research, including critical thinking, in undergraduate curricula



## Strategic Goal 3



# Highest Standards of Animal Welfare and Veterinary Care

1

Ensure staff numbers, facilities, resources and training and development opportunities are appropriate for current and future needs

2

Offer cutting edge expertise for the clinical care of animals, appropriately contextualised for student teaching

3

Be a leader in improving the health and welfare of animals

4

Ensure animal care and welfare endeavours are informed by relevant research carried out in the School and beyond

5

Provide an exemplary client experience for all, with a spectrum of service and care appropriate to client needs





## Strategic Goal 4



# Financial Model Future Proofed for Sustainable Development

1

Ensure a resilient and sustainable financial model from which to undertake future strategic investment and secure external financing. Review and revise funding models as needed to ensure diversification of our income streams

2

Prioritise a focus on national and international philanthropy and establish appropriate strategic alliances

3

Deliver value for money through more efficient and effective means of delivering our business



## Strategic Goal 5



# Positive Reputational Status Ensuring Visibility and Influence

1

Highlight and promote the impact of our work and expand public engagement, communications and marketing activities and school outreach

2

Build and strengthen connections and engagement with our Alumni and stakeholders

3

Facilitate involvement in national and international activities, including networks and committees, and capture and highlight the impact of this work

4

Improve and publicise key reputational metrics

5

Encourage, support and highlight national and international contributions to the profession and society from all members of our School community



## Strategic Goal 6



# Inclusive Community Providing An Exceptional Staff and Student Experience

1

Provide an inclusive and supportive environment for all staff and students to work and study

2

Ensure fair allocation of workloads and implement smarter work processes and practices for all staff

3

Promote career progression opportunities for everyone through seminars, mentoring and coaching

4

Increase engagement within our School and across wider community via networking events and School initiatives



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[www.ucd.ie/vetmed](http://www.ucd.ie/vetmed)