



University of
Nottingham
UK | CHINA | MALAYSIA

Veterinary Medicine and Science Strategic Plan 2024 – 2027



A plan for the future



Our School is composed of brilliant people: staff, students and our Clinical Associates. We have achieved amazing outcomes and growth over the last few years and now is the time to define a plan for the next 3 years. We need to take stock and capitalise on our strengths and achievements to date. We see opportunities in ensuring our impacts in education and research continue and are recognised and supported. We can refine our processes to improve efficiency. Lastly and most importantly our success only happens because of our people. We will engage, support and develop them so we can be the best we can be, as individuals and a School.

Our goals

- Provide a world-class veterinary education and experience
- Deliver impactful world leading research and technology transfer in basic, translational and clinical sciences
- Build an inclusive culture and a sense of belonging, pride and purpose
- Ensure the School is adequately supported to deliver its strategy
- Leverage opportunities and make an impact on a local, regional and global basis
- Ensure governance and compliance are effective and risk is reduced in all activities

Our vision



Our vision for education

All members of staff of the School and our Clinical Associates have pride and confidence in every graduate that we produce. Our graduates are world-leading in their practical and professional approach to veterinary medicine.

Our vision for research

The School is recognised internationally for research excellence in our major strategic research areas, impacting on animal and human health worldwide by developing new advanced diagnostics and therapeutics, by developing novel technologies for pathogen detection, control and treatment, and by implementing novel approaches to enhance the health and welfare of livestock. Our vision is to provide leadership in comparative biomedical research, animal welfare and animal management through innovation, clinical care, knowledge exchange and interdisciplinary partnerships.

Our values

This is what we are

This is how we behave

Valuing people

- We are honest, kind and respectful to others
- We all value each other and support individuals and teams

- We communicate with each other in a respectful way and consider how our language and behaviours may affect others
- Contributions are encouraged, recognized and valued and we celebrate our individual and collective achievements

Taking ownership

- We are all accountable and responsible for our actions
- We are problem-solvers, we lead by example and are not afraid to challenge the status quo

- We take ownership of our responsibilities as individuals and teams to fulfil our roles to the best of our abilities
- We engage, make a contribution and we make our voices heard, having the opportunity to influence decisions and have a collective responsibility to challenge behaviours and attitudes which do not uphold our values

Forward thinking

- Together we are ambitious, innovative, inquisitive and forward-thinking
- We are pioneering and strive to make a difference

- We embrace challenge and change in the pursuit of excellence and job satisfaction
- We take calculated risks but we learn from our mistakes and are not be afraid to own up and act on the things we could do better

Professional pride

- We are always professional
- We are proud of our colleagues, our students and our School

- We enjoy our work and play a part in making the School a safe, caring and successful place to work , sustaining the School's community spirit

- Individually and in teams we will understand, anticipate and strive to surpass the expectations of our students, colleagues and peers

Always inclusive

- We are dedicated, inclusive and supportive
- We expect to achieve a healthy work-life balance

- We value differences and individuality, and treat individuals equally
- We recognize each other as people who also have priorities outside work

Education and Student Experience



Our goal:

Provide a world-class veterinary education and experience

Three-year Objectives:

- Ensure quality control and assurance in all aspects of developing, delivering and assessing the undergraduate curriculum
- Consolidate relationships with strategic partners and our community, embedding delivery of the dual intake curriculum in a community-based teaching model
- Ensure student wellbeing, experience and support at the School and Sutton Bonington Campus is appropriate to our needs
- Diversify our intake and put in place measures to eliminate attainment gaps

Research and Knowledge Exchange



Our goal:

Deliver impactful world leading research and knowledge exchange in basic, translational and clinical sciences

Three-year Objectives:

- Review and develop plans to capitalise on research strengths
- Develop an inclusive research culture and increase engagement with central University Research and Innovation teams
- Invest in areas of research excellence, including developing a sustainable long-term plan for the robustness and growth of supporting School research resource, estate and equipment
- Recognise and cultivate Knowledge Exchange and Public Engagement opportunities
- Maximise research success and outputs ahead of REF2029

People and Culture



Our goal:

Build an inclusive culture and a sense of belonging, pride and purpose

Three-year Objectives:

- Enhance leadership development and performance including succession planning
- Ensure equality and recognition of staff contributions
- Develop and implement a culture roadmap
- Optimise staff recruitment, engagement and retention across the staff lifecycle

Infrastructure and Resource



Our goal:

Ensure the School is adequately supported to deliver its strategy

Three-year Objectives:

- Influence development of the Estates Development Framework (EDF) and SB Campus Plans
- Maximise income from a variety of income streams e.g. Continuing Education
- Learn from, and ensure financial sustainability through a Post Investment Appraisal of the Dual Intake Project

Civic and Global Engagement



Our goal:

Leverage opportunities and make an impact on a local, regional and global basis

Three-year Objectives:

- Engage with Universities for Nottingham
- Support and develop student civic contribution
- Take forward new global collaborations, partnerships and exchanges for research and education
- Influence national policy making (e.g. RCVS, RCUK, Government etc)

Risk, Governance and Compliance



Our goal:

Ensure governance and compliance are effective and risk is reduced in all activities

Three-year Objectives:

- Improve governance in the School by implementing the University assurance framework initiative
- Ensure the School retains accreditations
- Ensure risks are adequately catalogued and actioned
- Strengthen data collection and data governance within the School

How we deliver the plan

“Great things in business are never done by one person.
They're done by a team of people”.

Steve Jobs

Our plan is a living dynamic document. Whilst we have defined our actions needed over the next years, the plan is purposefully devoid of longer term actions. We are provided with a general direction of travel but as we have learnt over the recent years, change and unpredictability appears rapidly. We need to balance a focus on consolidation and a drive for efficiency with the continued drive and ambition we have for curiosity and innovation. We need to be ready to take, and to make, opportunities to ensure we make a lasting legacy in veterinary research and education, whilst dealing with what circumstances or fate throws our way.

We are a fantastic School, because of our people. We are innovative, responsible, disruptive, empathetic, challenging, intentional, creative, surprising people that join together, engage our best efforts, and improve lives both individually and collectively.

We all have a role to play in delivering, and developing our strategic plan.

Underpinning each objective in the 6 themes is a detailed SMART action plan together with how we will measure our success.

Owners of themes and actions have been identified and are tasked with ensuring they maximise staff input from across the School and wider University to deliver our strategy.

Theme leaders will provide progress reports on our Strategy Hub, a Teams site which will act as a resource hub to track our performance against our strategic plan.

We will share our progress and development of the plan on a regular basis at staff meetings