



STRATEGIC PLAN 2014–2019

Development

Higher Education

Aims

Services

Commitment

Accreditation

Organisation

Medicine

Employment

Clients

Provision

Offering

Value

Focus

Highest

Accessible

Employment

Societal

Rational

Invest

Advancement

Work

Objectives

Similar

Identity

Completing

Oriented

Facilities

Based

Diverse

Journey

Underpin

Applications

Stimulate

Change

Specialist

Assess

Focused

Science

Defined

Targeted

Potential

Recognised

Centre

Plan

Marketing

Rating

Comparative

Relevant

COLLEGIATION

VISION

EXPAND

ACCREDITATION

ORGANISATION

VISION

POTENTIAL

TARGETED

DEFINED

COMMITMENT

AIMS

DEVELOPMENT

SERVICES

CLIENTS

PROVISION

OFFERING

VALUE

FOCUS

HIGHEST

ACCESSIBLE

EMPLOYMENT

SOCIAL

RATIONAL

INVEST

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STIMULATE

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SPECIALIST

ASSESS

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SCIENCE

DEFINED

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RECOGNISED

CENTRE

PLAN

MARKETING

RATING

COMPARATIVE

RELEVANT

COLLEGIATION

We do all this in the knowledge that, although progress is stepwise and incremental, the changing landscape of higher education and the challenges facing animal and human health require that, in each area, at least part of our mission must be paradigm shifting if we are to remain leaders in our field. If our strategy is to be successful, our enduring endeavour must be to make the RVC the place of choice to study and work and the place from which clinical care and advice are viewed as being of the highest quality and value.

For any organisation with a commitment to health and welfare, one must expect that the values associated with care and compassion will be writ large. Indeed, there is no shortage of words that we might associate with our day-to-day activities. What defines us is the combination of professionalism and commitment, manifest in a culture of compassion and caring, that speaks to others of our respect for our heritage, our dedication to quality and innovation, our devotion to the advancement of knowledge and the alleviation of suffering.

Stuart WJ Reid
Principal

To be leaders in the delivery of high-quality programmes in veterinary education and associated subjects.

Our aims

The RVC, already one of the largest institutions in the world with a focus on veterinary education, will continue to expand and consolidate its portfolio of programmes targeted at those involved in the delivery of veterinary science and services.

We will:

- Review and refresh our undergraduate and postgraduate student provision in light of the changing needs of society and the professions.
- Expand our distance and blended-learning taught provision, based on “trajectories of learning”.
- Expand our professional training portfolio to include industry-relevant and career-accessible routes to professional doctorates.
- Establish strategic partnerships, where appropriate, that will defend and advance our position in animal health and veterinary science, locally, nationally and internationally within the framework of One Health.

Our measures of success

- Achieving target numbers of high-quality students and associated income.
- Improving our standing in league tables defined on the academic metrics that our stakeholders and others seek to apply to our activities.
- Developing robust measures that will provide data to justify our claims of innovation, relevance and effectiveness in all our educational programmes.
- Formulating policies related to content, delivery and assessment and their implementation in existing and new programmes.
- Being recommended to others by our students as a place of innovative and relevant learning and teaching.

GOAL ONE

Our Learning and Teaching





GOAL TWO

Our Student Experience

To provide student-focused environments delivering an educational, cultural and social experience that will underpin all College activities.

Our aims

The RVC is committed to providing undergraduate and postgraduate students with an enriching experience – educationally, socially and culturally – across all of our educational programmes; this is “the student journey”. Over the next five years we will ensure that, from first contact with the RVC, this journey is stimulating, challenging and supportive. We aim to nurture our students’ creativity and to educate them in the disciplines required to encourage independent thought, working from a sound knowledge base. We also aim to inspire our students and ensure that they understand that focused effort will be required for significant achievement in academia and employment.

We will:

- With the Student Union, continue to build a diverse culture and environment where our students’ experience is paramount in our recruitment and educational activities and which is promulgated across traditional and social media networks.
- Through discussion and consultation establish a “Student Charter” that will bring professionalism, respect and collegiality to the core of all our activities and where all our students feel equally valued by their peers, by those who educate them and by the College as a whole.
- Provide a high-quality suite of educational programmes, which result in RVC graduates being recognised as highly employable individuals with an embedded spirit of enquiry, committed to, as well as talented in, self-directed learning.
- Continue to develop our facilities to ensure our estate and technological infrastructure enhances every aspect of our students’ educational, cultural and social experience.

Our measures of success

- Improving our satisfaction rating for our undergraduate courses and similar ratings in the equivalent national surveys for postgraduate courses.
- Improving our performance in surveys and assessments carried out by our other stakeholders, including accrediting bodies and employers.
- Achieving acceptance-to-offer and applicant-to-places ratios that are amongst the best reported by institutions offering similar educational programmes.
- Being recommended by our students as a place where the student journey is enjoyable, supportive and amongst the best in the sector.

To deliver relevant, useful and economically sustainable research programmes of international significance to the animal health and comparative biomedical sector in the context of One Health.

Our aims

The RVC prizes its position as a research-led organisation where our research findings inform our teaching and underpin our position at the cutting edge of clinical practice. Our research will be founded on high-quality science with the goal of maximising impact on our stakeholders to the benefit of animal and human health and welfare. We will foster collaboration across disciplines and provide a supportive environment to maximise the potential of all of our academics. We will ensure that our basic science, and our One Health and comparative biomedical approaches are integrated with translational opportunities and that we exploit, wherever appropriate, our research to the benefit of society and the College.

We will:

- Invest in quantitative genetics and bioinformatics to the benefit of all of our research programmes.
- Develop a programme of strategic research fellowships and PhD studentships, aligned to our major strengths.
- Invest in infrastructure such as animal and imaging facilities to support integrative whole animal research.
- Commit to strategic partnerships with medical schools, social and environmental scientists, physical scientists and veterinary practices.
- Commercialise intellectual property where appropriate.

Our measures of success

- Achieving research income in excess of 20% of total income.
- Ensuring that at least two thirds of academic staff are returned in the Research Excellence Framework; with over 50% rated as internationally excellent or world class.
- Increasing the proportion of research income coming from EU framework co-operation grants and the European Research Council.
- Increasing our research income from the UK Research Councils and the Wellcome Trust as an indicator of success in translational and comparative medicine.
- Increasing the number of externally funded research fellowships.
- Generating over £1M per annum from exploiting our research through non-clinical commercial activity.
- Being recommended by our research stakeholders as a place of scientific excellence.

GOAL THREE

Our Research and Innovation

GOAL FOUR

Our Clients and Patients



To provide patient and client-focused clinical care that is unrivalled in its commitment to quality and innovation.

Our aims

The RVC is committed to providing and promoting high-quality, first-opinion, specialist and diagnostic clinical services, to enable the advancement of knowledge and skills in clinical practice across the species. Our services will be driven by and will feed our research, contributing to the development of evidence-based veterinary medicine, enabling delivery of our educational objectives, and offering access to excellent veterinary care and advice. We will be widely recognised as an international centre of clinical excellence with high levels of professional endorsement and strong demand for our services.

We will:

- Develop the greatest breadth and depth of innovative, customer-focused first-opinion, speciality and diagnostic veterinary clinical services of any institution.
- Set and attain the highest standards of clinical practice and innovation within a strong framework for clinical governance.
- Promote multidisciplinary teamwork and personal professional development.
- Contribute to the financial security of the College.
- Seek to enhance the reputation of the College with external stakeholders and the public by raising awareness of our clinical activities.

Our measures of success

- Being recognised internationally as a world-leading centre of excellence in key clinical areas.
- Meeting or exceeding all relevant accreditation standards for clinical operations.
- Achieving the highest clinical caseload per student of any European veterinary school.
- Improving personal recommendation and satisfaction scores from students and employees.
- Improving levels of clinical productivity and efficiency and achieving targets for income and expenditure resulting in increased operational contribution.
- Being recommended by our clients and the profession as the place of first choice for clinical care.

To be the employer of first choice for those seeking to work in the veterinary, biosciences and One Health Higher Education sector.

Our aims

As an organisation that has gone through a period of significant growth, we have identified the need to augment and develop further the professionalism in our support services at the same time as preserving the RVC “family” ethos. This we will achieve by increasing the attention we pay to the major indicators of staff contentment and developing our abilities to recognise worth and reward contribution across the College. We will do this at the same time as committing to the creation of a modern and diverse workforce.

We will:

- Attract, engage, consult and appraise our staff at every level, encouraging them to take ownership of their development and career progression, and to realise their full potential.
- Implement schemes that seek opinion and assess contentment in all staff groups, and formulate and implement realistic actions based on the results of these opinions.
- Increase our focus on communication and feedback to all of the College community, ensuring that strategic and operational direction of the RVC is accessible to all.
- Consolidate the College’s professional service functions towards a unified collegiate structure.
- Invest additional effort and resources in facilitating change management, at the same time as modernising reward and recognition, ensuring transparency and responsiveness to market pressure.

Our measures of success

- Improving our staff satisfaction and engagement scores, as assessed by new methods of biennial review.
- Achieving total implementation of the appraisal cycle.
- Completing the modernisation of career progression for academic grades and professional service staff.
- Completing the strategic realignment of administrative structures following the re-profiling of the College’s academic activities.
- Achieving accreditation relevant to an increased commitment to diversity across the College, in particular addressing the need for development and career planning for women at the RVC.
- Being recommended by our staff to prospective staff as a goal-oriented caring and supportive employer.





GOAL SIX

Our International Aspirations and Global Citizenship

To have an impact on animal and human health through global reach and international partnerships.

Our aims

Carrying international accreditation from the major bodies who assess our educational standards is a critical but singular view of the importance of the need for a global perspective. The next five years will require us to have clear goals, defining the balance of our outreach and extension in terms of physical and digital interaction. Central to our global mission will be defined partnerships with organisations carrying appropriate credentials and having complementary attributes and strengths in all of our major missions.

We will:

- Broaden the portfolio of our international student recruitment.
- Increase our investment in distance-learning Masters programmes.
- Consolidate and expand our Continuing Professional Education offering to the benefit of the RVC brand.
- Seek international endorsement through overseas governments and intergovernmental organisations, complementing our recognition by the Food and Agriculture Organization (FAO).
- Establish a network of international and regional champions for the RVC to act as local foci for recruitment, marketing and in-region communications.
- Develop a more action-oriented dialogue with our former students and staff, recognising that our global reach is realised most effectively through our alumni.

Our measures of success

- Achieving at least a five per cent increase in international student numbers across our programmes.
- Being recognized as the leading provider of distance or internationally focused Masters programmes of any UK Veterinary School.
- Doubling the number of non-EU registrants for our Continuing Professional Development programmes.
- Securing at least one additional international accreditation or endorsement.
- Delivering at least one externally funded corporate-level partnership for the provision of shared veterinary educational material to collaborators in the developing world.
- Being recommended by the international community as a global centre of excellence in veterinary science and education.

MAKING IT HAPPEN

“Join us in making the vision a reality, share in our success and be part of the family that is the Royal Veterinary College.”

Each of the preceding goals requires College-wide commitment. If we are to succeed and if we are to achieve our aim of being recommended by each stakeholder group, either internal or external, all of the activities must be underpinned by a financially secure and sustainable infrastructure and environment. A sustainable future for the RVC as a distinctive specialist institution will require targeted growth in the competitive but unstable marketplace and this will be achievable through greater agility and adaptability and a strong commercial edge. We will augment our financial resources through stakeholder partnerships, including with alumni and our clients, developing our network of friends and maximising philanthropic support.

We will continue to invest and take pride in our campuses, facilities and services in order to provide attractive, stimulating and sustainable environments to enhance student and staff experience. We will ensure that we refresh and replace our capital stock in a strategic fashion, matching new build to our aspirations and creating a College that is fit for purpose and enhances our local communities. We will implement and assure strategic and transactional improvements resulting from modernisation of policies and processes which place greater reliance on integrated IT systems, and we will work with our colleagues in the federation of colleges of the University of London, as well as our other academic neighbours.

Above all we will ensure that the RVC is managed in a financially sustainable manner. With three-year budget horizons and targets for cash reserves that will allow us to adapt to the sea-change that has occurred in the funding of Higher Education, robust cost control and strategic procurement will play a significant role in this new world.

However, as our six goals make clear, new business must be part of the next phase in the RVC's history. The future demands not only that we augment our current income streams but also that we develop new ones. In the current climate we will continue to invest in our clinical operation, we will continue to expand our educational and research provision but we will also bring forward plans for a step-change investment in our facilities and a new approach to the provision of first-opinion veterinary experience.

Our charge is now to deliver this vision and we will do so at the same time as ensuring a risk-management culture pervades our endeavours. In this way, the RVC will build on the strong foundations of the past 223 years as we embark on the next.

We will deliver our mission in a culture that is caring and compassionate and where our professionalism and our passion for advancing health and welfare through veterinary education, knowledge discovery and clinical service are obvious to all.

Join us in making the vision a reality, share in our success and be part of the family that is the Royal Veterinary College.



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Corporate Governance

The RVC is committed to exhibiting best practice in all aspects of corporate governance, and seeks to follow the Good Governance principles recommended by the Charity Commission. A summary describing the manner in which the College has applied the principles of best practice can be reviewed in the Corporate Governance section of the College's Annual Report and Financial Statements.

www.rvc.ac.uk/About/charitablegovernanceinfo.cfm

The Charity Commission's Good Governance principles can be viewed here:

www.charitycommission.gov.uk/Charity_requirements_guidance/Charity_governance



Established in 1791, the RVC is the UK's longest-standing veterinary college – with a proud heritage of innovation in veterinary science, clinical practice and education.
The College has charitable status.

To view this publication on the web please go to
www.rvc.ac.uk/strategicplan

www.rvc.ac.uk