



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

Strategic Plan

2025–2030



The Royal (Dick) School

Contents

Foreword	3
Introduction.....	4
Our Vision.....	5
Our Mission	6
Our Strategic Principles.....	7
Our Values.....	8
Our Goals	9
Operating context: A One Health Supercluster	10

Foreword

The University of Edinburgh's Royal (Dick) School of Veterinary Studies occupies a world-leading position in the delivery of clinical services, education and research, for the advancement of animal, human and environmental health and well-being.

This is attributable to the excellence of the School's educational programmes, in subjects including veterinary medicine, animal welfare, sustainable development, global health, food systems, agriculture, aquaculture, animal biosciences, conservation sciences and genetics. We represent the largest concentration of animal science-related expertise in Europe, impacting local, regional, national and international communities in terms of economic growth and the advancement of scientific and clinical knowledge. Our ambitions in these fields are underpinned by expertise within our professional services teams and a broad computing strength that is sector-leading, alongside excellent ties with key funders and strong collaborations with policy and industry decision-makers, and other Scottish, UK and international higher education and research institutions.

Our purpose-built campus, set against the backdrop of the beautiful Pentland Hills Regional Park, is home to more than eight hundred staff and almost eighteen hundred undergraduate and postgraduate students, all of whom contribute to our exceptional community ethos. The School has educated veterinary students for more than 200 years, and has influenced the development of the animal health and agriculture sectors, including the establishment of veterinary schools in the USA and other countries.

Over the next decade, staff, students, graduates, alumni and friends of the School will need to contend with greater-than-ever uncertainty, due to novel and multi-dimensional threats that include climate-related human, animal and environmental health risks, the impacts of artificial intelligence, and other frailties associated with living in rapidly changing geopolitical and technological environments. As we navigate this dynamic landscape together, the School's commitment to innovation and excellence in clinical practice, research and education is unwavering.

Our vision for 2030 is to be the world's first choice as a place of lifelong learning and innovation for the advancement of animal, human and environmental health and well-being on the planet (One Health). We will continue to champion science-based decision-making as well as empathy; foster courage, as well as compassion; and support leadership as well as collaboration in our staff and students. We will build on our values, knowledge and skills to transform animal, human and environmental health and wellbeing, on our campus, in our local communities and globally.

Our staff and students are highly valued, and essential to the design and delivery of our ambitious and forward-looking strategic plan. Our One Health approach acknowledges the importance and influence of different disciplinary, organisational and community cultures on our ways of working, integrated knowledge production and dissemination, methods of enquiry and discovery of solutions. This critical reflection is essential to address existing and emerging threats to sustainable development, especially at the intersection of domestic animal and wildlife health and well-being, animal bioscience, agriculture, aquaculture, aquatic and terrestrial food systems, and conservation, biodiversity and ecosystem health.

We invite you to help us shape the future of our school. By working together, we can foster a generation of veterinarians, researchers, educators and students who will lead the way in finding solutions to the challenges and opportunities that lie ahead. With your support, we are confident in our ability to make a profound impact on the field of One Health, on veterinary science and on society.



Professor Lisa Boden LLM, PhD, FHEA,
MANZCVSc, Dip ECVPH, FRCVS

RCVS and European Specialist in
Veterinary Public Health and
Population Medicine

Head of the Royal (Dick) School
of Veterinary Studies

Dean of Veterinary
Medicine

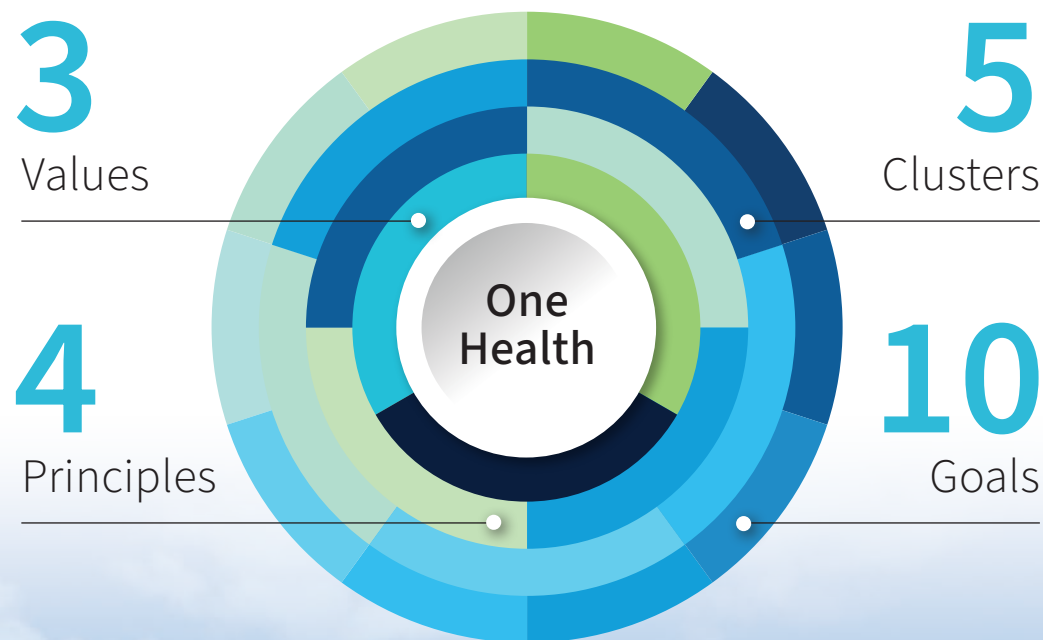


Introduction

The new 2025-2030 School Strategy foregrounds a One Health approach.

It is built on three values, four powerful strategic principles, five thematic clusters and 10 goals, to delineate a safe operating space for all members of the community. Our performance will be measured. We recognise that *how we work* is as important as *what we do*, and we will take an agile approach to emerging priorities. We will be bold and ambitious, and if change is required, we will have the courage to chart a new course.

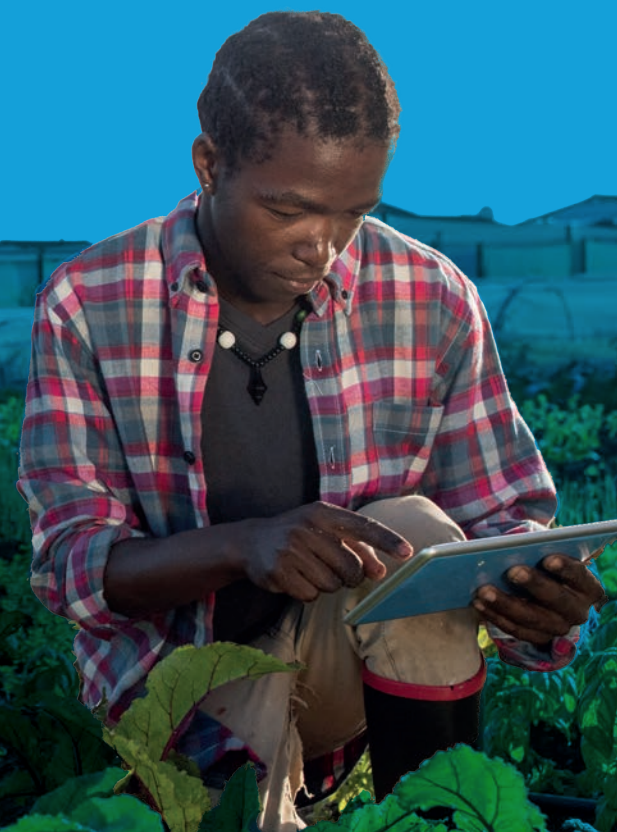
This document has been developed through thoughtful co-construction and consultation with School staff and students. It is designed to be read in conjunction with clinical, research, teaching and learning, innovation and people strategies that already exist at campus, institute, centre and division levels.



Our vision

Solving the world's greatest One Health challenges.

We aspire to be the world's first choice as a place of lifelong learning and innovation for the advancement of animal, human and environmental health and well-being. We champion science-based decision-making as well as empathy; foster courage, as well as compassion; and support leadership as well as collaboration, to build and strengthen the values, knowledge and skills to solve One Health challenges locally and globally.



Our mission

We are an interdisciplinary community of clinicians, researchers, educators, lifelong learners and professional services staff.

We are dedicated to providing clinical, professional and academic excellence for societal impact in our local communities and internationally, through trusted and equitable partnerships.

Our One Health approach acknowledges the importance and influence of different disciplinary, organisational and community cultures on our clinical practice, ways of working, integrated knowledge production and dissemination, methods of enquiry and discovery of solutions. This critical reflection is essential to address existing and emerging threats to sustainable development, especially where domestic animal and wildlife health and welfare, animal bioscience, agriculture, aquaculture, aquatic and terrestrial food systems, and biodiversity, conservation and ecosystem health come together.



Our strategic principles

Innovation is the thread that integrates all four principles. These principles underpin our strategic goals and are designed to map onto College and University strategies.

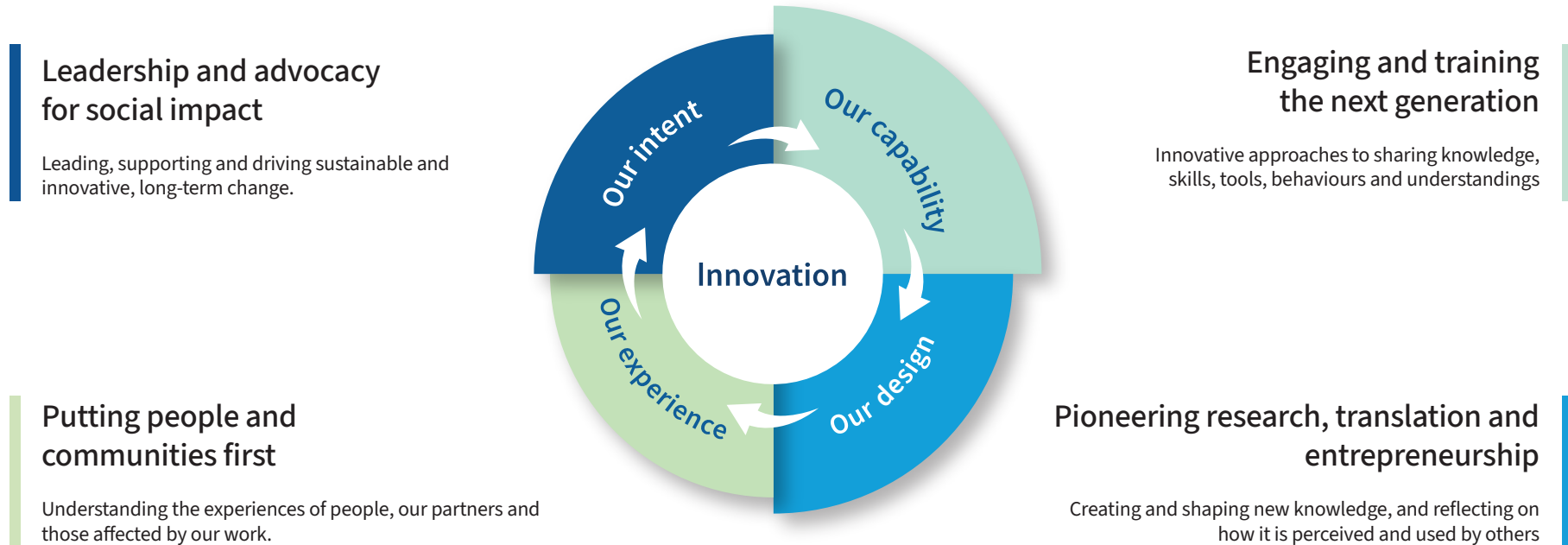


Figure 2. Our strategic principles

Our values

Our values are threaded through our mission, strategic principles and goals. These are aligned with those embedded within the University of Edinburgh's Behaviours Charter.



Figure 3. The School's values, as outlined by community focus groups

Empathetic

We provide a safe environment (i.e., an environment that is just, inclusive, and diverse) where our goal is equity and trustworthiness.

We recognise and value individuals, to foster a sense of belonging and so they may achieve their full potential.

We act with respect, integrity and compassion.

Courageous

We strive to be extraordinary, and we are ambitious and bold about the future.

We are passionate about all that we do and are accountable for the consequences of our actions and interventions - within the School and the communities we serve.

We are pioneering, confident and willing to act, whilst also being patient, dependable and willing to listen.

Collaborative

We have a strong sense of community, fostering a co-operative and supportive environment in which staff, students, alumni and friends are valued and proud to be part of our school.

We support a work-life balance to achieve collective health and well-being.

We foster a positive environment which supports individual and collective responsibility.

One Health

To realise our vision and mission, we have described ten strategic goals. The ten strategic goals will be achieved through the activities of five clusters, which unite to form a **One Health supercluster**.

What is One Health?

“an integrated, unifying approach that aims to sustainably balance and optimize the health of people, animals, and ecosystems. It recognizes the health of humans, domestic and wild animals, plants, and the wider environment (including ecosystems) are closely linked and interdependent.

The approach mobilizes multiple sectors, disciplines, and communities at varying levels of society to work together to foster well-being and tackle threats to health and ecosystems, while addressing the collective need for healthy food, water, energy, and air, taking action on climate change and contributing to sustainable development.”

[As defined by the One Health High Level Expert Panel](#)
(and endorsed by the Quadripartite)

Our clusters and goals

Clusters are cross-campus, cross-sector interdisciplinary strategic initiatives which are designed to connect and foster activity between campus professional services, Roslin Institute, clinics and research and teaching divisions within the campus.

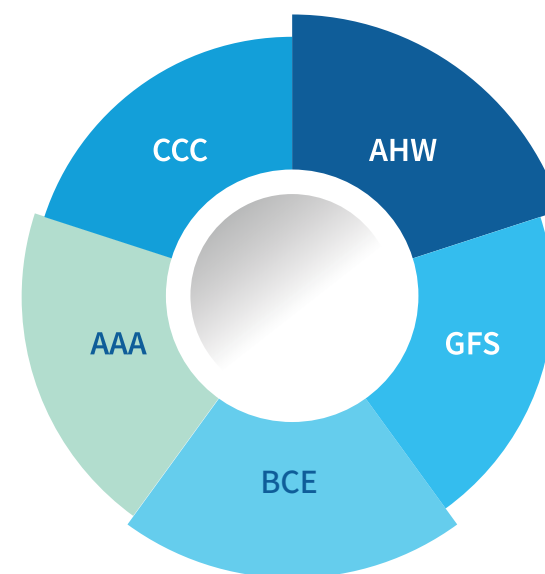
Our aim is to strengthen the School's resilience and international reputation in One Health by connecting academic, policy, industry and economic stakeholders 'across countries, sectors and industrial ecosystems'.² These clusters will therefore also coordinate the activities of School divisions and centres to promote strategic transdisciplinary partnerships with external policy, industry and other economic actors. A team of dedicated 'knowledge brokers' within the Collaboration, Culture and Community Health Cluster will coordinate cross-cluster bridging activities to promote and incentivise collaboration and facilitate transdisciplinary One Health approaches.

Each cluster will connect the School (i.e. local division, centre and Roslin Institute strategies) to College and University strategies. In turn, the clusters will also have deep connections and synergies with other One Health-related organisations, including the wider family of institutes sponsored by the Biotechnology and Biological Sciences Research Council (BBSRC) and the Scottish Government.

The clusters reflect the main domains of One Health that can be inferred from the One Health High Level Expert Panel definition (Box 1) endorsed by the Quadripartite (World Health Organisation [WHO], World Organisation for Animal Health [WOAH], Food and Agriculture Organisation [FAO] and the United Nations Environment Programme [UNEP]).

Our clusters:

1. Collaboration, culture and community health
2. Animal health and welfare,
3. Animal biosciences, agriculture and aquaculture,
4. Global food systems,
5. Biodiversity, conservation and ecosystem health.

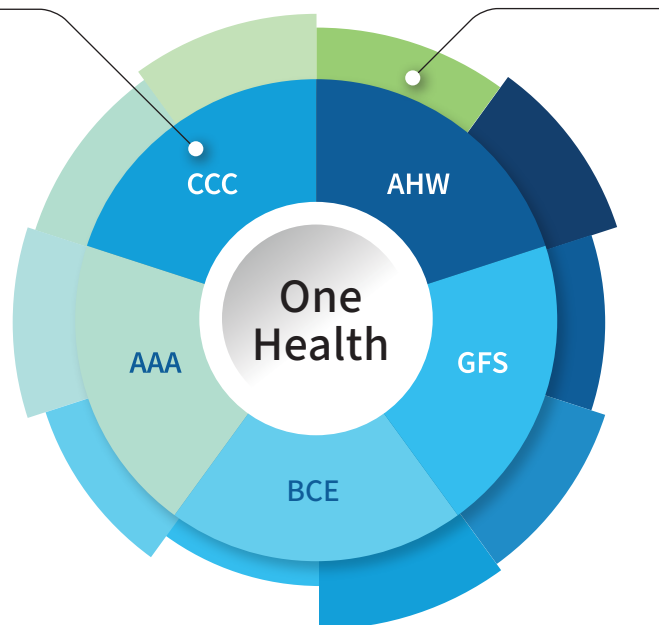


5
Clusters

Our clusters and goals

5 Clusters

- Collaboration, culture and community health (CCC)
- Animal health and welfare (AHW)
- Animal biosciences, agriculture and aquaculture (AAA)
- Global food systems (GFS)
- Biodiversity, conservation and ecosystem health (BCE)



10 Goals

- Educating global leaders for the veterinary profession and beyond
- Providing a spectrum of clinical care for improved animal health and welfare
- Leading the field of veterinary humanities for One Health
- Enhancing One Health through comparative models of animal and human disorders
- Providing innovation in agriculture and aquaculture research, training and engagement
- Investing in a sustainable campus to improve student and staff wellbeing
- Supporting adaptation to and mitigation of climate change and biodiversity loss
- Preventing, preparing and responding to animal and zoonotic disease threats
- Improving animal and human health and well-being for pastoralists and displaced communities in fragile and conflict affected contexts
- Advancing local and global food systems and healthy diets

Figure 4. Ten strategic goals will be delivered across five thematic areas (clusters) between 2025 and 2030. These clusters reflect the main domains of One Health, which can be inferred from the One Health High Level Expert Panel definition endorsed by the Quadripartite (Box 1, page 9).

Operating Context: a One Health supercluster

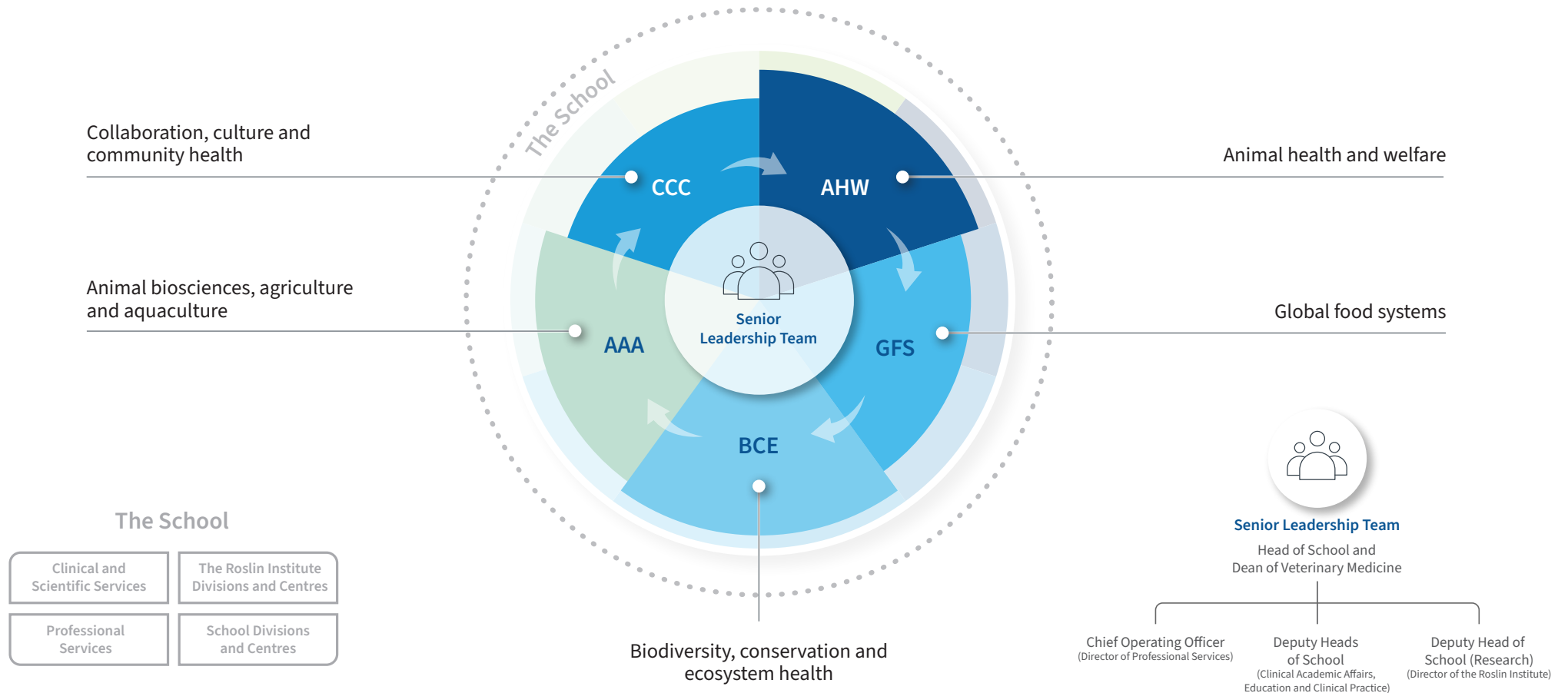


Figure 5. One Health Supercluster. Existing divisions, centres, clinical, scientific and professional services within the School will contribute research, teaching or clinical practice to one or more than one cluster to deliver activities across five strategic themes which contribute to the School's goals.



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

www.vet.ed.ac.uk/strategic-plan