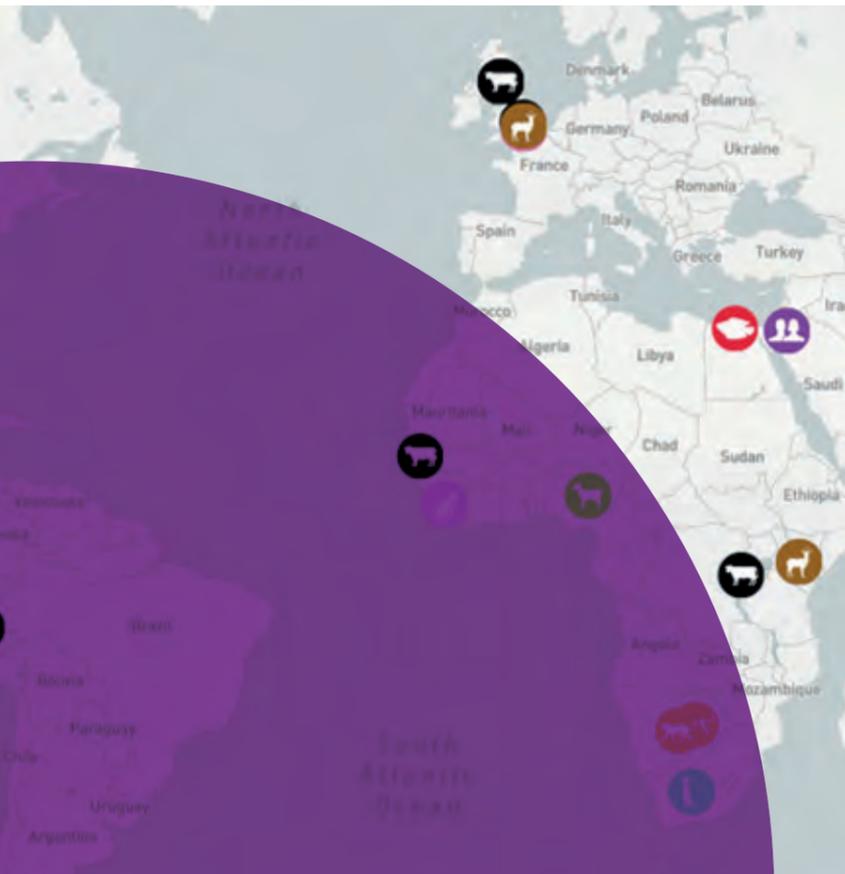


GLOBAL STRATEGY 2023 – 2026



ONE WORLD
ONE HEALTH
ONE RVC

GLOBAL STRATEGY



MISSION

The RVC will have a positive, transformative, and sustainable impact on animal and human health through global engagement and strategic partnerships.



COMPASSIONATE...

as we strive for happy, healthy and resilient individuals and communities.

PROFESSIONAL...

as we aspire to the highest standards of behaviour and conduct in all our work and study.

RESPECTFUL...

of one another, with tolerance and understanding at the heart of our desire to create a diverse, inclusive and open culture.

COMMITTED...

to our work and study, to our research and innovation, to our teaching and our learning, to the student experience, to the prevention and cure of disease, to the care of animals, and to our people.

CURIOS...

in all our endeavours as we improve, evolve and innovate, being the best we can be.

BACKGROUND AND INTRODUCTION

To be a global player **we need strong connections** around the world and to engage with multiple players on a variety of fronts; educational, clinical, commercial, and of course in research.

ensuring we do this through coordinated cross university operational plans, using a determined risk framework and in support of our commitments to principles of EDI, wellbeing, environmental and financial sustainability.

In its overall Strategic Plan 2023-26, the RVC has made strategic commitments within its three pillars of Discovery, Dissemination, and Delivery to **One Health** and **Global Citizenship**. For this to be sustainable and successful, we need to ensure that we enable a culture of **engagement and collaboration**.

Developing our first stand-alone global strategy is an **opportunity** to challenge ourselves and test the boundaries of what we can achieve in and for the world,

PRIORITY AREAS

In preparation for the RVC Global Strategy, a year long consultation has taken place to identify the issues that it should focus on, these include:

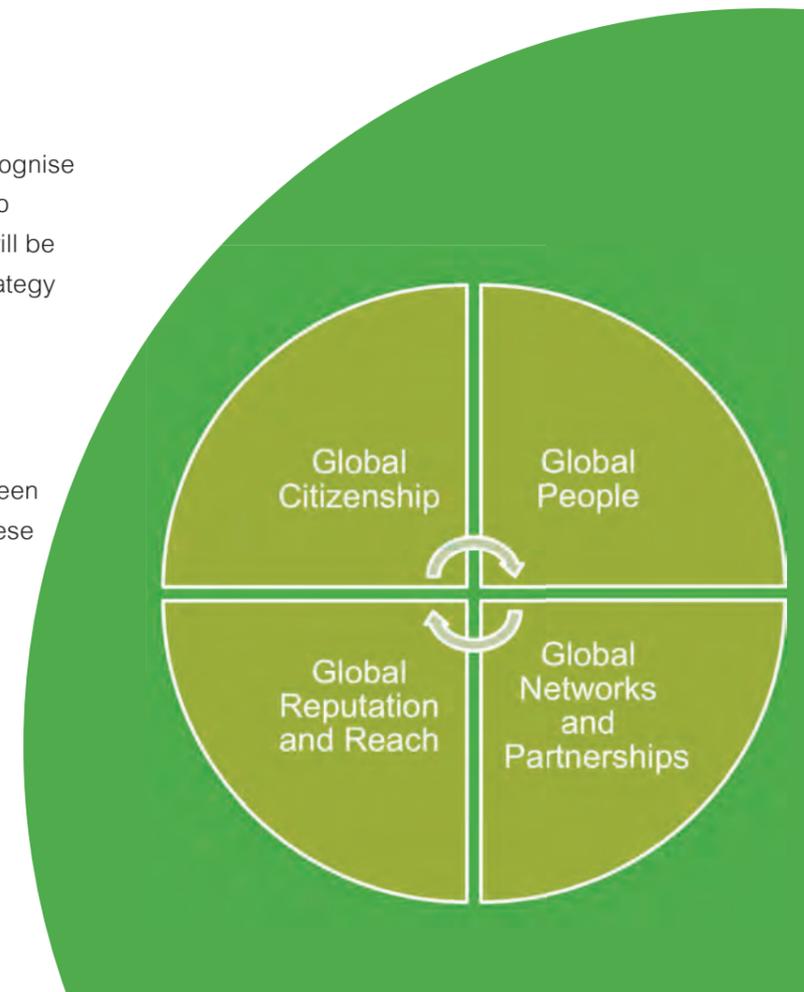
- A review of national and international priorities for Higher Education.
- A review of current and upcoming geopolitical issues.
- Identifying current operational barriers to internationalisation.
- Identifying risks and opportunities relating to the RVC's international activities.
- An extensive series of meetings with staff and students to understand their priorities, concerns and ideas for the RVC Global Strategy.

It is clear that priorities may change, sometimes at short notice, and we recognise that arming colleagues with the tools to work flexibly and pivot as necessary will be fundamental to the success of this strategy and ultimately to the RVC.

FOCUS AREAS

Four intersectional focus areas have been identified from the consultation and these form the basis for the Global Strategy:

- Global People
- Global Citizenship
- Global Networks and Partnerships
- Global Reputation and Reach



GLOBAL PEOPLE

We aim to attract and develop culturally competent, internationally minded and engaged staff, students, and alumni who are supported in their international experiences at the RVC and subsequently lead in their careers and endeavours.

AIMS

- Support our students and staff to have significant intercultural competencies and to build meaningful global connections for education, research and career development.
- Be a globally minded but locally engaged university attracting and supporting international and culturally competent staff, students, and our alumni community.

KEY PERFORMANCE INDICATORS

- Increasing diversity of international student body.
- International Student Barometer scores.
- Funding for international student mobility.
- Engagement from internationally-based alumni.
- International talent acquisition and retention.

IMPLEMENTATION MECHANISMS

- Development of a Global Operations group to manage intersecting issues and challenges.
- Development of a global student mobility programme.
- Development of a programme of decolonisation and internationalisation of the curriculum.
- Alumni mapping project.
- Integration, update and digitisation of RVC travel risk assessments and the Global Mobility Policy.
- Development of a programme of staff exchange and policy on sabbatical.



COMPLEMENTARY STRATEGIES, POLICIES AND PLANS

- HR Strategy
- Learning, Teaching, Assessment and Student Experience Strategy
- EDI Strategy
- Learning and Wellbeing Operational Plan
- Blended Learning Strategy
- Student Voice Strategy
- Global Mobility Policy

GLOBAL CITIZENSHIP

We aim to have a positive global impact through a commitment to being part of the solution to global challenges and to support fellow beings to thrive.

AIMS

- Contribute to improved access to global higher education through the framework of RVC for All, through equitable and inclusive partnerships and financial models.
- Provide humanitarian support for relevant at-risk students and colleagues through policy advancement, partnerships and engagement with sponsors and government agencies.

KEY PERFORMANCE INDICATORS

- Programme of humanitarian support and partnership.
- Capacity building partnerships in LMICs.
- Access for students from LMICs to high quality online and blended RVC learning programmes.

IMPLEMENTATION MECHANISMS

- Development of Humanitarian Steering Group.
- Mapping of SDGs to RVC research and education activities.
- Development of a TNE strategy.
- Develop equitable and inclusive partnership framework.



COMPLEMENTARY STRATEGIES POLICIES AND PLANS

- UN Sustainable Development Goals
- Research and Innovation Strategy
- EDI Strategy
- Learning, Teaching, Assessment and Student Experience Strategy
- Blended Learning Strategy
- RVC for All Strategy
- Humanitarian Support Policy



GLOBAL NETWORKS AND PARTNERSHIPS

We will develop and leverage strategic, equitable relationships and networks to expand our international portfolio, opportunities, and funding and to collaboratively solve global problems.

AIMS

- Extend our global research, education, and clinical impact through deep and strategic partnerships with high quality, complementary institutions across the UK and the world.
- Advance and extend around the world the provision of high quality clinical care that is regionally relevant by developing clinical capacity through technology, partnerships, mobility, and commercial relationships.

- Develop a framework for International Security and Risk to enable security-minded collaboration and provide the confidence to engage safely across the globe.

KEY PERFORMANCE INDICATORS

- Portfolio of strategic international university partnerships.
- Portfolio of international corporate, industry and clinical partnerships.
- Portfolio of income-generating study abroad partnerships.
- Collaborative joint international postgraduate initiatives.

IMPLEMENTATION MECHANISMS

- Investigation of and engagement with corporate entities.
- Development of telemedicine strategy.
- Development of a system to assess, monitor, review and report on new and existing partnerships.
- Establishment of an International Security and Risk Group.
- Development of an RVC Foreign Policy.

COMPLEMENTARY STRATEGIES POLICIES AND PLANS

- Research and Innovation Strategy
- Clinical Services Strategy
- Learning, Teaching, Assessment and Student Experience Strategy
- EDI Strategy
- Partnerships Policy
- Global Mobility Policy
- Blended Learning Strategy



COMPLEMENTARY STRATEGIES **POLICIES AND PLANS**

- Research and Innovation Strategy
- RVC IP and Incentive Policy
- Alumni Engagement Plan
- Partnerships Policy
- UN Sustainable Development Goals

GLOBAL REPUTATION AND REACH

We aim to grow our international footprint and sustain a global brand that facilitates recognition from other highly reputable institutions and entities and develops future opportunities.

AIMS

- Be globally recognised leaders in One Health, veterinary medicine and nursing with a reputation for education, innovation, collaboration, and positive impact on SDGs.
- Contribute to the global higher education mission by supporting the expansion of veterinary education and research capacity of the RVC through use of technology and collaboration.

KEY PERFORMANCE INDICATORS

- Collaboration with international bodies such as WOA, WHO, FAO.
- Increased visibility of international RVC research.
- International research collaborations or consortia.
- International teaching, clinical or corporate partnerships and consultancy.
- Scholarships and sponsorship of international students.
- Global HE rankings.

IMPLEMENTATION MECHANISMS

- Development of a Global section of the RVC website.
- Development of international rankings project.
- International alumni engagement.
- Engagement with international embassies, sponsorship or scholarship bodies.



GOVERNANCE

Effective leadership and governance structures are vital to achieving the objectives set out in this strategy.

The Global Engagement Committee (GEC) is responsible for steering the implementation of this strategy and will periodically report on progress to the College Executive Committee (CEC).

The GEC will seek support and approval for cross-departmental projects from the CEC.

DEFINITIONS

TNE: Transnational Education

RCAT: Research Collaboration Advice Team

WOAH: World Organisation for Animal Health

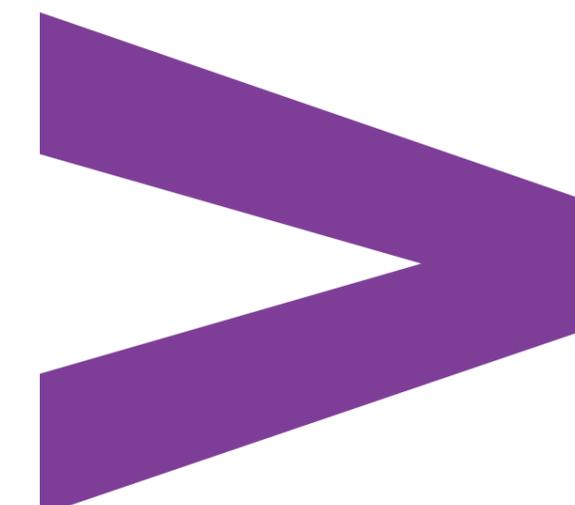
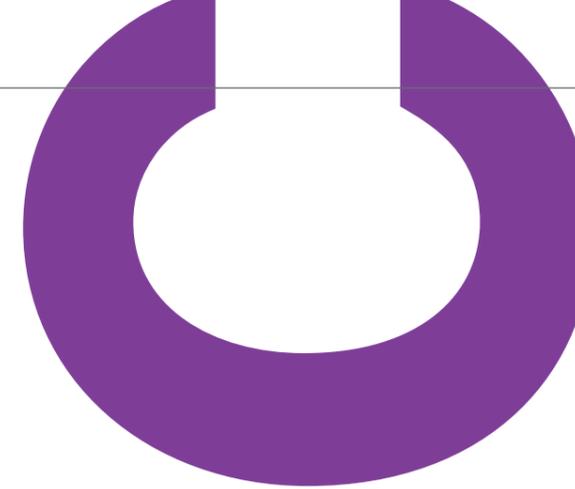
WHO: World Health Organisation

FAO: Food and Agricultural Organisation of the United Nations

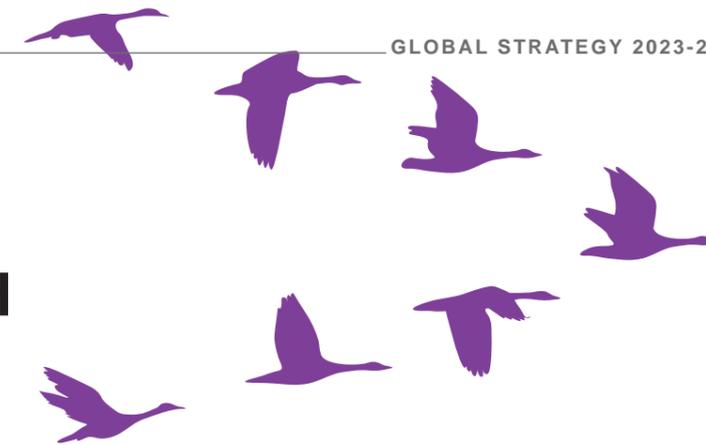
SDGS: Sustainable Development Goals of the United Nations

EDI: Equity, Diversity and Inclusion

LMIC: Low and Middle Income Countries



ONE WORLD
ONE HEALTH
ONE RVC



“Education is the most powerful
weapon which you can use to
change the world.”

NELSON MANDELA





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.