



THE UNIVERSITY
OF QUEENSLAND
AUSTRALIA

School of Veterinary Science

Strategic Plan Priorities

2026 - 2029



Acknowledgement of Country

The University of Queensland (UQ) acknowledges the Traditional Owners and their custodianship of the lands on which we operate.

We pay our respects to their Ancestors and their descendants, who continue cultural and spiritual connections to Country.

We recognise their valuable contributions to Australian and global society.

A Guidance Through Time by Quandamooka artists Casey Coolwell and Kyra Mancktelow.



Introduction

Celebrating our 90th year in 2026 (1936-2026), the UQ School of Veterinary Science has a sustained record of excellence in teaching, research and service.

The School manages two flagship programs: our five-year Bachelor of Veterinary Science degree that is accredited by international accrediting bodies in Australia/NZ (AVBC), UK (RCVS) and North America (AVMA); and, our Bachelor of Veterinary Technology degree (managed jointly with the School of Agriculture and Food Sustainability).

Our graduates are resilient, independent and highly capable veterinarians and veterinary technologists who possess the initiative and problem-solving abilities required for professional success in a rapidly changing global environment.

This Plan builds on previous Strategic Plans, retaining some elements that continue to be priorities and including initiatives that respond to opportunities and challenges. The School Plan is aligned to Strategic Priorities outlined for the Faculty of Science and for The University of Queensland.

Our Strategic Priorities will be complemented by an annual Plan on a Page (SVS PoP), outlining actions against strategic priorities. The SVS PoP will be updated annually.

Our focus in this plan is to continue to build on the School's position as a global leader in veterinary science, delivering for the public good through the quality of our veterinary graduates, our outstanding research and innovation and our impacts in the communities we serve.





Vision

Knowledge leadership for veterinary science.



Mission

We benefit animals and our communities through outstanding veterinary education; research of local, national and global importance; and clinical veterinary practice.

Our Veterinary Teaching Hospital delivers the highest standards of veterinary care using best practice veterinary and business operations to support the School Vision and Mission.



UQ Values

UQ Values guide our behaviour and provide the foundation of our culture.

What we strive for

Excellence

We strive for excellence in everything we do. We apply the highest standards to our work to achieve the greatest impact for the benefit of communities everywhere.

Creativity

We apply our creativity as a way of seeking progress. We value new ideas, seek fresh perspectives and pursue game-changing innovations and opportunities.

Central to what we do

Truth

Truth is central to all that we do as a university. We seek truth through our focus on the advancement and dissemination of knowledge, and our deep commitment to academic freedom and freedom of expression.

How we work together

Integrity

We always act with integrity. As stewards of the University's resources and reputation, we are honest, ethical and principled.

Respect and Inclusivity

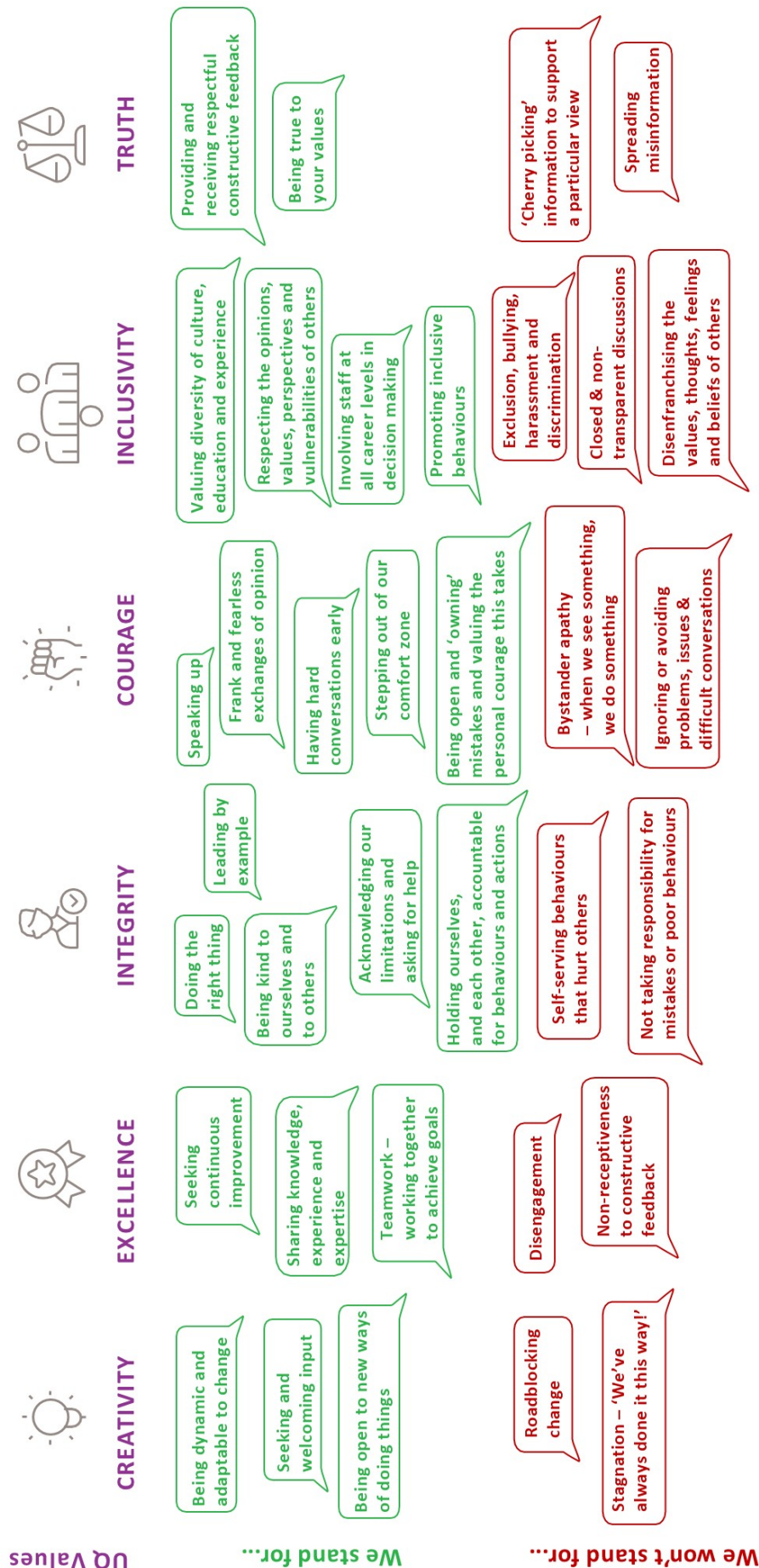
We provide a caring, inclusive and empowering environment for all. We engage respectfully with one another and promote the value that our diversity brings to our whole community.

Courage

We are courageous in our decision making. We are ambitious, bold and agile. We demonstrate moral courage so that we are always guided by a sense of what is right.

Our Culture Charter

The School Culture Charter (completed in 2023-2024) reflects staff input into statements of what we will and will not stand for under each of the UQ Values.



These are cultural standards we commit to and expect our colleagues to demonstrate in our workplace

Strategic domains

Domains form the highest level of the Strategic Plan. Our domains are drawn from the UQ Strategic Plan 2026-2029. Under each domain there are one or more strategies.



Delivering for the Public Good



Teaching and Learning



Research and innovation



Our People and Sustainable Operations





Delivering for the Public Good

Introduction

We aim to deliver for the public good in Queensland and across the world through education, research and engagement – related to health and wellbeing of animals, people and the environment (one health).

We play a key role in delivery of veterinary clinical services for community benefit across our region including partnerships with RSPCA QLD, Logan City Council and Cherbourg Aboriginal Council. We develop graduates with the skills needed for future workforce demands across Queensland, Australia and internationally.

Our academic and research collaborations and partnerships support activities in a number of countries that create opportunities for staff and students and deliver benefit on a global scale.

Engagement with alumni, placement providers, veterinary clients and industry partners underpin a strong connection to community that contributes to advocacy and support of our education, research and community initiatives., our outstanding research and innovation and our impacts in the communities we serve.

Strategies

1. **Strengthen our integrated approach to engagement with alumni, placement providers, VTH clients, industry and the broader community to promote awareness of and support for School priorities and create opportunities for our students and staff.**
2. **Enable and support a diverse student cohort to expand equitable access to higher education.**
3. **Contribute to delivering on UQ's Stretch Reconciliation Action Plan through partnerships for community benefit, cultural awareness and indigenising curricula.**
4. **Develop external teaching and research partnerships leading to pathways to university learning, growth in student numbers, strengthen student learning experiences and employability, and funding to support School priorities.**



Teaching and Learning

Education for leadership and future success

Introduction

Teaching and learning activities are built on a comprehensive curriculum that produces competent, internationally recognised veterinary practitioners, veterinary technicians and scientists. We will continue to look for opportunities to improve the quality of our student learning experience, student wellbeing and sense of belonging, and to prepare our students for success in a global environment.

Strategies

1. **Improve the national and global standing of our programs and the quality of student learning experience through innovation in assessment, curriculum and course delivery.**
2. **Support student wellbeing and success in transition into UQ, progression through university life and in transition to professional life beyond graduation.**
3. **Strengthen opportunities for opportunities for career development and personal growth through placements that provide distinctive work integrated learning experiences and a vibrant on campus experience.**
4. **Support our educators to continually develop teaching skills, knowledge and leadership in order to deliver education that is innovative, relevant, engaging and humanistic.**



Research and Innovation

Introduction

The School's research strengths span a wide range of areas in animal health (including clinical innovation), infectious diseases, animal reproduction, genetics and genomics, wildlife health, and food security. School researchers are also active in strategic partnerships in one health research including translational medicine and clinical research, and in collaborations across agriculture, animal and veterinary science.

Strategies

1. **Support growth in research participation in areas aligned to strengths at School and University levels, developing partnerships and collaborations that attract external funding and address local and global challenges.**
2. **Encourage and support HDR and EMCA capability and performance through development, mentoring and industry engagement activities.**
3. **Actively contribute to research capability growth on Gatton campus that contributes to infrastructure development plans, complements and enhances capabilities on other UQ campuses, attracts industry partnership and delivers knowledge for the public good.**



Our People and Sustainable Operations

Introduction

Our success comes from the dedication, passion, skills and creativity of our academic and professional staff. We support a safe, respectful and inclusive workplace that promotes a sense of belonging, reflects our diverse community, values different viewpoints and fosters cultural understanding.

We support governance and systems that encourage effective, forward thinking decisions while ensuring integrity, compliance and efficient use of resources.

Strengthening financial sustainability through innovation and discipline is important in veterinary science programs that are expensive to deliver.

Strategies

1. **Nurture a supportive and inclusive culture that aligns with University values, celebrates diversity, supports wellbeing, equity and development, and responds decisively to poor behaviours.**
2. **Support workforce planning and management, underpinned by workload modelling and allocation, that enables the School to deliver on its academic mission.**
3. **Create opportunities for improving international alignment for the veterinary science degree and broadening animal and veterinary science pathways through considering a graduate veterinary science program (DVM).**
4. **Optimise strategic and operational processes for management of veterinary clinical service and clinical teaching delivery through the Veterinary Teaching Hospital (VTH) to ensure business efficiency and to deliver against the School academic mission.**
5. **Contribute to effective planning and resourcing to ensure the physical and digital capabilities on Gatton campus are evolving to meet future needs and opportunities in ways that attract engagement, partnership and growth in on-campus activities.**



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CREATE CHANGE