Shaping the Future of Health

2025-2030 Strategic Plan

THE UNIVERSITY OF BRITISH COLUMBIA
Faculty of Health and Social Development
Okanagan Campus

With gratitude, we respectfully acknowledge that the UBC Okanagan academic campus is situated on the traditional, ancestral, unceded territory of the Syilx Okanagan Nation.

We acknowledge that our faculty, staff and learners are located on traditional, ancestral and unceded territories of Indigenous peoples in Canada.

MESSAGE FROM THE DEAN

Strategic planning is a two-part exercise: one part reflection, and one part vision. Each part serves an important role in setting the direction for our Faculty.

Over the last six months, our Faculty community has come together to reflect on all that we accomplish together. It has been a challenging period for society, and in particular, for the health care sector, as it navigates the continuing profound and compounding effects of the COVID-19 pandemic. Reflecting on how the Faculty of Health and Social Development (FHSD) community stepped up to meet this challenge, it is clear that together we are resolute in our motivation to provide exceptional educational experiences for our learners, and develop and translate research to benefit people and populations. It is this steadfast commitment to creating a positive impact on society that propels us forward.

Our organization, and our people, are central to our ability to deliver on this commitment. Looking forward, it is imperative that we continue our focus on being an academic community in which everyone can thrive and reach their potential. As a Faculty, we must continue to do our part to help develop educational and health care systems that are equitable, culturally-safe and free of racism and discrimination.

With diversity of experience and perspective, we will inspire novel solutions and ideas to propel innovation, which is core to our mission. The Faculty of Health and Social Development is dedicated to fostering an academic community where everyone feels encouraged to share ideas and take risks. The critical health and social challenges of our day require us to use our combined expertise and experiences. Therefore, it is our commitment to equity that will enable us to achieve an even greater impact on local, national, and global levels.

I am deeply grateful for the efforts of everyone in our Faculty community, including our internal and external partners. Your active participation in this strategic planning process has been invaluable, and we will maintain this collaborative approach as we transition to concrete action.

Marie Tarrant, Dean

Introduction

The UBC Okanagan Faculty of Health and Social Development, under the direction of Dean Marie Tarrant, embarked on a journey to refresh the Faculty's mission, vision, and strategic plan in 2023. Deliberately positioning consultation as the cornerstone of the strategic planning process, this plan is the result of an 8-month process soliciting input from faculty, administrators, staff, students, campus and community partners. After gathering over 240 touchpoints through surveys, focus groups, and four intensive strategy sessions, the Faculty of Health and Social Development community provided clear insights about the future of the Faculty, its Schools, and programs.

These extensive consultations confirmed the Faculty community's profound commitment to enabling positive impact in research, teaching, learning, and practice. Impact that is made possible when every voice is heard and valued. The Faculty of Health and Social Development is an academic community that values a diverse range of perspectives, recognizing that such diversity fosters novel ideas and solutions that might otherwise remain unexplored. The refreshed strategic plan reflects this commitment.

About the Process

In October 2023, Dean Tarrant commenced the formal strategic planning process through the formation of the Strategic Advisory Committee. This committee was created to ensure representative, balanced membership across the Faculty's three Schools: School of Health and Exercise Sciences; School of Social Work; and, School of Nursing. The committee structure was designed to incorporate representatives from the Faculty-level Standing Committees—Research and Graduate Training; Equity, Diversity and Inclusion; and, Curriculum—along with student, staff, faculty, and postdoctoral fellow representatives.

In parallel, a working group within the Dean's Office called for input across the Faculty, campus and community; including individual consultations, focus groups, and an Open House. Over the course of its planning, the Strategic Advisory Committee worked to build on the extensive consultation by synthesizing the feedback to inform a final comprehensive set of overarching strategic priorities and goals.

STRATEGIC ADVISORY COMMITTEE MEMBERSHIP

Dr. Philip Ainslie, Professor
Ali Rashid Bawumia, Masters Student
Alicia Belmont, School Assistant
Jasmine Clark, Nursing Practice Placement Coordinator
Dr. Greg Du Manoir, Associate Professor of Teaching
Rebecca Frechette, Placement Coordinator and Instructor
Natalia Peñuela Gallo, Equity, Diversity and Inclusion Coordinator
Grace Halpin, Undergraduate Student
Zachariah Heth, Masters Student
Dr. Norma Hilsmann, Lecturer
Dr. Jennifer Jakobi, Professor
Dr. Mary Jung, Professor
Lindsay Kennedy, Associate Professor Teaching
Dr. Mary Clare Kennedy, Assistant Professor
Dr. Alexandra Kent, Postdoctoral Fellow
Dr. Elizabeth Keys, Assistant Professor
Dr. Jelena Komanchuk, Postdoctoral Fellow
Kara Malcolm, Lecturer
Jeff More, Assistant Professor of Teaching
Dr. Matteo Ponzano, Postdoctoral Fellow
John Sasso, Assistant Professor of Teaching
Dr. Majidullah (Maji) Shaikh, Postdoctoral Fellow
Alanna Shwed, PhD Student
Dr. Sally Stewart, Associate Professor of Teaching
Tori Stranges, PhD Student
Talyna Szymanski, Undergraduate Student
Scott Thrall, PhD Student

OUR VISION

A diverse, inclusive community dedicated to the pursuit of knowledge to foster physical, mental and social well-being for all.

OUR MISSION

Transformative research and education to address health and social challenges.

OUR VALUES

We value integrity.
The Faculty values the qualities of being honest and ethical.

We value respect.
The Faculty builds its teaching, learning, research, practice, and partnerships on a foundation of respect.

We value accountability.
The Faculty delivers on its commitments in a respectful, transparent, and reciprocal manner.

We value courage.
The Faculty drives ideas forward and confronts difficult conversations to accelerate discovery and improve practice.

Guiding Principles

The Faculty's Guiding Principles are central to each Strategic Pillar: Transformative Education, Enable Impact, Expand Collaboration & Align Support

Knowledge and Discovery

At the centre of the Faculty's work is innovation across the full continuum of health research and education, providing evidence to advance society.

Empower leading investigators, innovators, collaborators and change-makers to address the most pressing health questions and contribute to improving global physical, mental and social well-being.

Indigeneity, Equity, Diversity, Inclusion, and Accessibility

The Faculty prioritizes equity and a sense of belonging, which are foundational to our excellence.

Advance and support Indigeneity, Equity, Diversity, Inclusion, and Accessibility in academic and research programs, spaces, operations, and Faculty culture.

Organizational and individual Health

The physical, mental and social well-being of the Faculty's community of faculty, staff, and students are critical to our vision and mission.

Invest in purposeful ways to foster a sense of community that is inclusive and supportive and brings us together around our work and common mission.

TRANSFORMATIVE EDUCATION

Evidence-Informed Teaching and Learning

Collaborate across Schools to advance teaching and learning in health and social development.

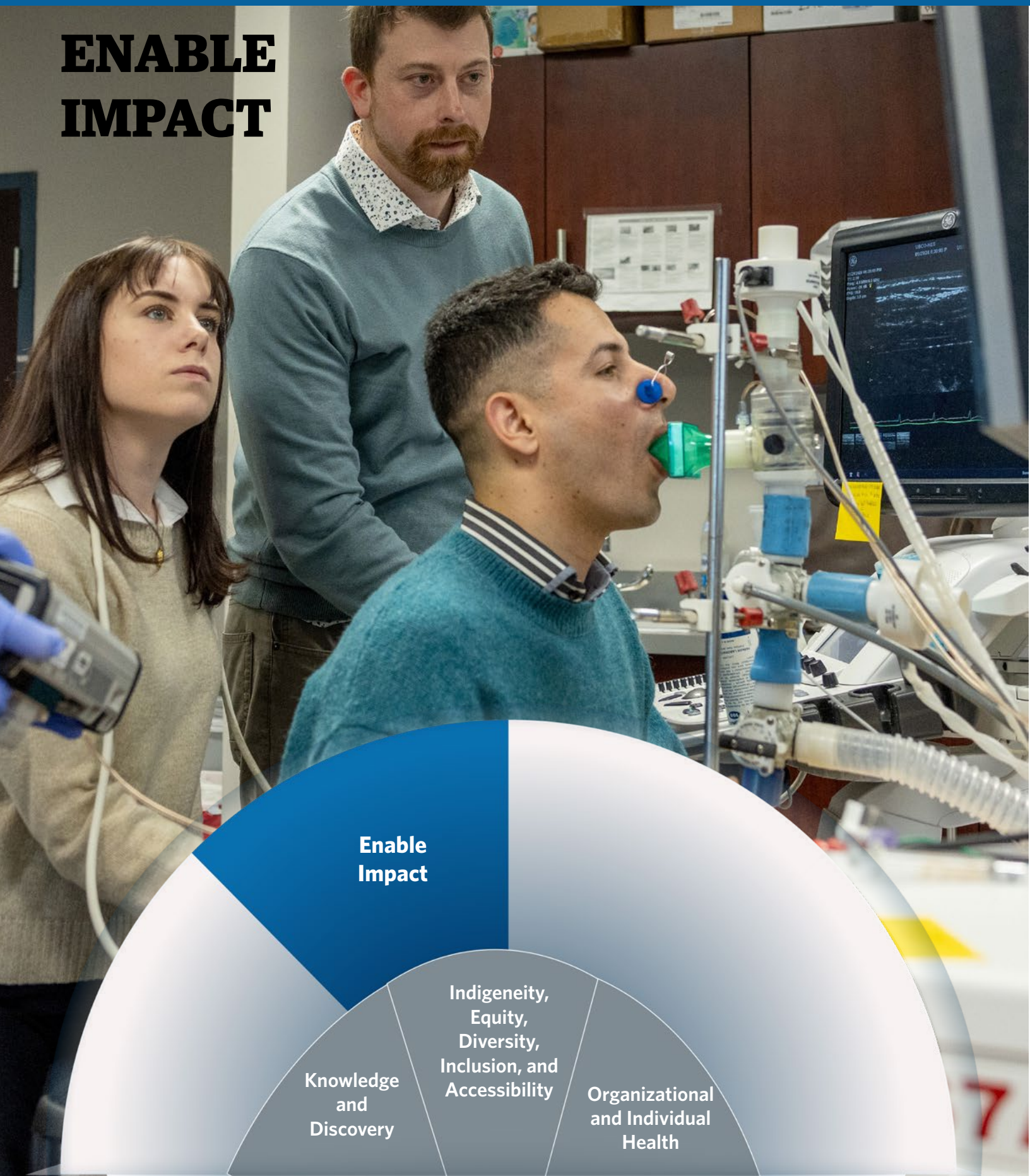
Strategic Objectives

Enhance our learners' opportunity and capacity to succeed in their education through greater access for diverse learners, meaningful community engagement, and experiential and work-integrated learning.

Explore possibilities for pan-Faculty courses that connect across Schools to engage faculty, staff and students in a multifaceted approach to health and wellbeing.

Cultivate opportunities to value and recognize faculty contributions in the Scholarship of Teaching and Learning, including recognizing mentorship.

ENABLE IMPACT



Excellence in Research

Advance knowledge and understanding to improve lives through discovery, dissemination, and application.

Strategic Objectives

Develop and expand research infrastructure and resource capacity to broaden our impacts.

Sustain capacity to support independent, curiosity-driven basic, translational, and clinical researchers.

Increase student, staff and faculty access to and engagement with research.

Expand opportunities to value and recognize projects and initiatives that thoughtfully and rigorously incorporates or contributes to equity, diversity and/or inclusion.

Develop a process to identify and increase support for specific areas of strategic research focus that contribute to health policy and practice.

Facilitate real-world impact through co-creation of knowledge by researchers and knowledge users.

EXPAND COLLABORATION

Engagement for Collaborative Impact

Increase mutually constructive engagement within the Faculty and its wider communities.

Strategic Objectives

Cultivate and expand relationships across the region to enhance connection and communication with key partners.

Expand philanthropic giving to support the Faculty mission including physical infrastructure and strategic initiatives.

Create educational opportunities that integrate with the community, empowering learners to build skills to address local and global health needs.

Develop an alumni engagement strategy that provides post-graduation connection and career support.

ALIGN SUPPORT

Integrated Faculty Processes and Systems

Invest in an inclusive environment in which faculty, staff, and students thrive.

Strategic Objectives

Enhance health and well-being on campus through faculty, staff and student leadership.

Embed Indigenization, Equity, Diversity, Inclusion Anti-Racism and Accessibility principles into our culture, research, and education in all dimensions, to create a culturally safe, inclusive environment.

Invest in continual learning and unlearning opportunities for students, staff, and faculty.

Embody the highest standards of service and stewardship of resources.

Optimize the organization and efficiency of existing research and teaching resources.

Recruit and retain diverse faculty, students, trainees, and staff to foster excellence in all aspects of our academic community.

Enhance accessible physical infrastructures to serve the Faculty community and strengthen organizational culture, including developing a plan for the new downtown campus.

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