

FACULTY OF HEALTH & SOCIAL DEVELOPMENT

# **STRATEGIC PLAN** **Reimagine** **Wellbeing** **2018-2023**



THE UNIVERSITY OF BRITISH COLUMBIA

Faculty of Health and Social Development  
Okanagan Campus







TABLE OF CONTENTS

# Strategic Plan

Vision and Mission  
Values

## **IMPACT**

Research Excellence  
Knowledge Exchange

## **ENGAGE**

Global Engagement  
Indigenous Engagement

## **PRACTICE**

Leaders in Wellbeing  
Experiential Learning & Teaching

## **INTEGRATE**

Outstanding Environment  
Exceptional Experiences







## QUICK FACTS

# Faculty at a Glance

109  
faculty



School of Nursing

64

School of Social Work

14

School of Health and  
Exercise Sciences

30



1,287 undergraduate students



208 graduate students



2,555 alumni



\$4.3M In research funding



146 Funded Research Projects



2 One Centre & One Institute



2 Teir 2 Research Chairs

### School of Nursing

**560** undergraduate students  
**57** graduate students  
**12** staff  
**30** funded research projects  
**\$1.1M** in research funding

### School of Social Work

**105** graduate students  
**12** staff  
**20** funded research projects  
**\$300,000** in research funding

### School of Health and Exercise Sciences

**727** undergraduate students  
**46** graduate students  
**12** staff  
**96** funded research projects  
**\$2.8M** in research funding



MESSAGE FROM THE DEAN

# Together, let's reimagine wellbeing.



*Reimagine Wellbeing* shares our commitment to the core values that shape our work each day. Our Faculty is consistently working to invest in infrastructure that supports a top class student experience. Transformative learning is the heart of our work. Our talented, career-ready graduates are the best evidence of these investments.

As a community, we are focused on regional engagement, with a global perspective. Close ties with business and organizations in the Okanagan and around the world empower our students, researchers, and community partners to create exciting opportunities for student learning, innovation, and knowledge exchange.

The Faculty's size creates a nimble, intimate environment for our faculty, staff and students to adapt to the complex realities of health and wellbeing in developed and developing contexts. Our diverse faculty bring a multi-faceted approach to health and wellbeing scholarship, which drives economic, social, and cultural change.

The strategic planning process has confirmed that our Faculty's greatest strength is in our people—students, staff, faculty, alumni, and community—who bring full force to our strategic priorities.

Together, we are building a Faculty recognized for stimulating positive change. I invite you to join our work.

**Dean, Gordon Binsted**

VISION

**Transcend disciplines to solve the critical health and social challenges of our day.**

MISSION

**Bring our combined expertise to promote wellbeing across the life span.**

# VALUES



We value **excellence.**

The Faculty strives to achieve the highest standards in research, education, and service.

We value **diversity, inclusivity, and equity.**

The Faculty values and respects all members of its communities, each of whom makes an important contribution to enriching our Faculty.

We value **innovation.**

From the creation of ideas to the implementation of practice, the Faculty values and supports creativity and alternative perspectives.

We value **respect.**

As the foundation for all aspects of our teaching, learning, research and partnerships, respect underpins the Faculty leadership's promise to act with integrity.

We value **accountability.**

The Faculty embodies the highest standards of service and stewardship of resources.



# **IMPACT**

Research and education to improve lives

# **PRACTICE**

Promote wellbeing for all members of society

# **ENGAGE**

Service and engagement of communities

# **INTEGRATE**

Exceptional people and place

PRINCIPLES





IMPACT

Discovery that *makes life better*

**Mobilization** of the best and brightest teams

Unite community and campus

Asking questions *together*

Proactive solutions

Knowledge to **advance life quality**



# Research and Education to improve lives

## Research Excellence

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

## Knowledge Exchange

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

PRIORITY	OBJECTIVES
<ul style="list-style-type: none"><li>Achieve international recognition as a dynamic interdisciplinary Faculty that contributes to the discovery, dissemination and implementation of health and wellbeing knowledge and understanding</li><li>Support and enhance Faculty researchers' grant funding participation and success rates</li><li>Enhance Faculty research infrastructure to support leading-edge research</li><li>Collaborate with campus and community partners to support innovation and increase impact of outreach</li><li>Recruit and retain top-class graduate students and postdoctoral fellows</li></ul>	<ul style="list-style-type: none"><li>Support existing and emerging clusters of research strengths</li><li>Maintain and enhance excellence through continued attention and investment in recruitment and retention of faculty and graduate students within established and emerging research strengths</li><li>Enhance infrastructure and support during application and post-award infrastructure for tri-council and non tri-council research funding</li><li>Collaborate with schools and campus partners to measure research outputs and impacts, and streamline systems to support an increase in research funding</li><li>Develop a 5-year operations plan to identify current and emerging infrastructure needs</li><li>Optimize current space allocation to promote research culture</li><li>Facilitate knowledge mobilization capacity and effectiveness through enhanced support for knowledge translation and knowledge mobilization programs</li><li>Develop a system to identify current and emerging opportunities to support innovation in knowledge exchange</li><li>Enhance recruitment of graduate students through competitive packages and inspiring programs of research</li><li>Strengthen international reputation of Faculty as a driver for health and wellbeing research</li><li>Intensify the relationship between research and teaching at the undergraduate level</li></ul>



A young boy with short dark hair, wearing a red t-shirt, is looking up at a medical professional. The professional is wearing a white lab coat and a stethoscope. A name tag on the lab coat reads "NURSING STUDENT". The background is slightly blurred, showing what appears to be a hospital or clinical setting.

# PRACTICE

Expansion of the notion of scholarship  
Merging **passion** and practice  
Navigating health complexities *together*  
*Empowering* leadership

**Career-ready** graduates  
Hospital, homeless shelter or lab  
The **world is our classroom**



# Promote wellbeing for all members of society

## Leaders in Wellbeing.

Promote wellbeing through faculty, staff, and student leadership.

## Experiential Teaching & Learning

Educate world-ready graduates through innovative experiential education.

PRIORITY	OBJECTIVES
<ul style="list-style-type: none"> <li>Fortify existing programs and investigate innovative options to best meet the needs of the health and wellbeing disciplines</li> <li>Expand experiential teaching and learning opportunities, including research, to provide all levels of students with opportunities to enrich experience</li> <li>Enhance initiatives that support student engagement and success</li> <li>Establish Faculty as a campus leader in health and wellbeing initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Increase collaboration between faculty, staff and programs to develop and deliver responsive curriculum</li> <li>Strengthen innovative culture of experiential learning within the Faculty</li> <li>Improve career development and service provision to build requisite competencies for future careers</li> <li>Invigorate network of experiential placement partners through mutually beneficial collaboration opportunities</li> <li>Explore shared planning and integrated delivery across Faculty programs</li> <li>Expand experiential education internationally through strategic partnerships</li> <li>Strengthen feedback mechanisms for students to engage with the Faculty and Schools with the aim to enhance teaching and learning</li> <li>Support and streamline Faculty infrastructure to enhance faculty and student health and wellbeing initiatives to expand academic and community support</li> <li>Assume leadership role within UBC Okanagan in strengthening support for current campus health and wellbeing priorities and initiatives</li> <li>Build and support accessible cross-campus courses, informed by leading-edge health and wellbeing research</li> <li>Promote and recognize initiatives that enhance the current health and wellbeing services available to members of the campus and community</li> <li>Collaborate with campus and community partners to enhance the quality and impact of health and wellbeing leadership activities of faculty, staff, and students</li> </ul>



# ENGAGE

*Meaningful conversations*

*Authentic connection*

**Shared destinations**

*Engaging honoured traditions*

*Global communities*

*Writing our story, our future,*

**together.**



# Service and engagement of communities

## Global Engagement

Enhance opportunities to collaborate locally, regionally, nationally, and internationally.

## Indigenous Engagement

Engage in mutually supportive and equal relationships with indigenous peoples, while integrating and enhancing support for indigenous culture.

PRIORITY	OBJECTIVES
<ul style="list-style-type: none"> <li>Develop and implement a comprehensive community engagement strategy</li> </ul>	<ul style="list-style-type: none"> <li>Increase dialogue between Schools and enhance cross-School coordination to promote strategic engagement</li> <li>Expand collaboration with community partners to create opportunities for students, staff, and faculty to collaborate in proactive and sustainable partnerships</li> </ul>
<ul style="list-style-type: none"> <li>Build an environment of support for excellence in indigenous engagement</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen programs supporting the entry, academic success, social support and wellbeing of indigenous students</li> <li>Develop community partnerships centred on high value and priority for indigenous communities</li> <li>Further develop support for community-based and indigenous research in collaboration with campus and community partners</li> </ul>
<ul style="list-style-type: none"> <li>Identify and develop opportunities for industry collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Create an infrastructure to support mutually beneficial industry partnerships</li> </ul>
<ul style="list-style-type: none"> <li>Increase capacity to globally engage</li> </ul>	<ul style="list-style-type: none"> <li>Increase international opportunities to strengthen the Faculty's role in international development</li> <li>Streamline support infrastructure within Faculty to support projects with international partnerships</li> </ul>
<ul style="list-style-type: none"> <li>Develop a strategy in collaboration with development</li> </ul>	<ul style="list-style-type: none"> <li>Establish fund development strategies based on the Faculty's current and emerging strengths</li> </ul>



# INTEGRATE

*International* destination for work and study  
Collaborative spaces

**Embracing diversity**

Individual pursuit with collective initiative

*Inclusive* design

Creating a legacy

**People, first.**



# Exceptional People and place

## Outstanding Environment

Cultivate a fulfilling environment, which reflects our commitment to wellbeing.

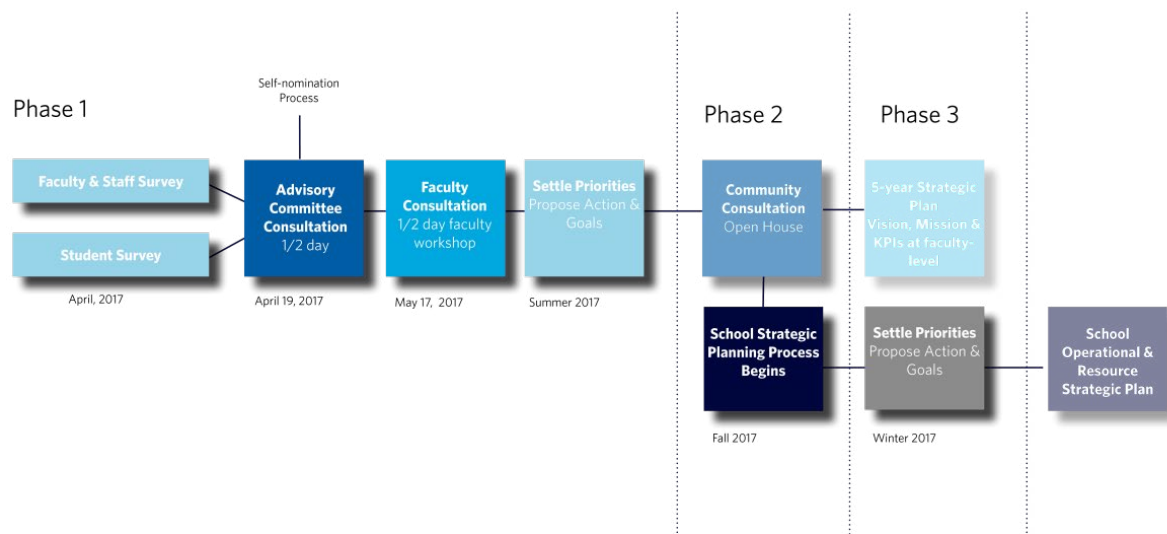
## Exceptional Experiences

Commit to a positive culture that supports professional and personal growth.

PRIORITY	OBJECTIVES
<ul style="list-style-type: none"> <li>Expand health and wellbeing initiatives in the Faculty</li> <li>Facilitate participatory governance</li> <li>Foster environment that demonstrates Faculty's commitment to its values</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate to implement and champion health and wellbeing initiatives within the Faculty</li> <li>Enhance communications across the Schools to expand opportunities for collaboration</li> <li>Demonstrate commitment to accountable and transparent governance through continued optimization of Faculty's processes and committee structures</li> <li>Strengthen feedback mechanisms for faculty and staff</li> <li>Ensure long-term sustainability of operations through prudent economic management</li> <li>Provide a working and learning environment that promotes and sustains a positive culture to work and study</li> <li>Maintain an environment committed to inclusivity, equity and diversity</li> <li>Engage in reflection and action to build a strong sense of community within the Faculty, and across the schools.</li> </ul>

## PLANNING

# Our Process



To view the full planning process please visit the [Reimagine Wellbeing website](#).

### Advisory Committee Membership

Tanya Forneris, Instructor, School of Health and Exercise Sciences  
Gareth Jones, Assistant Professor, School of Health and Exercise Sciences  
Rebecca Frechette, Teaching Staff, School of Health and Exercise Sciences  
Susana Caxaj, Assistant Professor, School of Nursing  
Natalie Murdoch, Senior Instructor, School of Nursing  
Laura Mercer, Nursing Practice Placement Coordinator, School of Nursing  
Brian Rasmussen, Associate Professor, School of Social Work  
Susan Wells, Professor, School of Social Work  
Marilyn Gale, Student Education Coordinator, School of Social Work  
Lindsay Alfaro, Assistant Field Education Coordinator, School of Social Work  
Jamie Armer, Manager, Administration & Operations, Dean's Office  
Kristy Verigin, Assistant, Dean's Office

### Steering Committee Membership

Gordon Binsted, Dean Faculty of Health and Social Development  
Edward Taylor, Associate Dean Faculty of Health and Social Development  
John Graham, Director School of Social Work  
Marie Tarrant, Director School of Nursing  
Robert Shave, Director School of Health and Exercise Sciences







# Reimagine Wellbeing

---

## 2018-2023



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

1147 Research Rd.  
Kelowna, BC Canada V1V 1V7  
250-807-9906 | [fhsd.info@ubc.ca](mailto:fhsd.info@ubc.ca)  
[fhsd.ok.ubc.ca](http://fhsd.ok.ubc.ca)

