FACULTY OF HEALTH & SOCIAL DEVELOPMENT

STRATEGIC PLAN
Reimagine Wellbeing
2018-2023

THE UNIVERSITY OF BRITISH COLUMBIA
Faculty of Health and Social Development
Okanagan Campus
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Outstanding Environment
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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.
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
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**
IMPACT

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.

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<tr>
<th>PRIORITY</th>
<th>OBJECTIVES</th>
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<tbody>
<tr>
<td>- Achieve international recognition as a dynamic interdisciplinary Faculty that contributes to the discovery, dissemination and implementation of health and wellbeing knowledge and understanding</td>
<td>- Support existing and emerging clusters of research strengths</td>
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<td>- Support and enhance Faculty researchers’ grant funding participation and success rates</td>
<td>- Maintain and enhance excellence through continued attention and investment in recruitment and retention of faculty and graduate students within established and emerging research strengths</td>
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<td>- Enhance Faculty research infrastructure to support leading-edge research</td>
<td>- Enhance infrastructure and support during application and post-award infrastructure for tri-council and non tri-council research funding</td>
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<td>- Collaborate with campus and community partners to support innovation and increase impact of outreach</td>
<td>- Collaborate with schools and campus partners to measure research outputs and impacts, and streamline systems to support an increase in research funding</td>
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<td>- Recruit and retain top-class graduate students and postdoctoral fellows</td>
<td>- Develop a 5-year operations plan to identify current and emerging infrastructure needs</td>
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<td>- Optimize current space allocation to promote research culture</td>
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<td>- Facilitate knowledge mobilization capacity and effectiveness through enhanced support for knowledge translation and knowledge mobilization programs</td>
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<td>- Develop a system to identify current and emerging opportunities to support innovation in knowledge exchange</td>
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<td>- Enhance recruitment of graduate students through competitive packages and inspiring programs of research</td>
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<td>- Strengthen international reputation of Faculty as a driver for health and wellbeing research</td>
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<td>- Intensify the relationship between research and teaching at the undergraduate level</td>
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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
### PRACTICE

**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.

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<td>Fortify existing programs and investigate innovative options to best meet the needs of the health and wellbeing disciplines</td>
<td>Increase collaboration between faculty, staff and programs to develop and deliver responsive curriculum</td>
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<td>Expand experiential teaching and learning opportunities, including research, to provide all levels of students with opportunities to enrich experience</td>
<td>Strengthen innovative culture of experiential learning within the Faculty</td>
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<td>Enhance initiatives that support student engagement and success</td>
<td>Improve career development and service provision to build requisite competencies for future careers</td>
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<td>Establish Faculty as a campus leader in health and wellbeing initiatives</td>
<td>Invigorate network of experiential placement partners through mutually beneficial collaboration opportunities</td>
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<td>Explore shared planning and integrated delivery across Faculty programs</td>
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<td>Expand experiential education internationally through strategic partnerships</td>
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<td>Strengthen feedback mechanisms for students to engage with the Faculty and Schools with the aim to enhance teaching and learning</td>
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<td>Support and streamline Faculty infrastructure to enhance faculty and student health and wellbeing initiatives to expand academic and community support</td>
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<td>Assume leadership role within UBC Okanagan in strengthening support for current campus health and wellbeing priorities and initiatives</td>
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<td>Build and support accessible cross-campus courses, informed by leading-edge health and wellbeing research</td>
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<td>Promote and recognize initiatives that enhance the current health and wellbeing services available to members of the campus and community</td>
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<td>Collaborate with campus and community partners to enhance the quality and impact of health and wellbeing leadership activities of faculty, staff, and students</td>
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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.

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<td>Develop and implement a comprehensive</td>
<td>Increase dialogue between Schools and enhance cross-School coordination to promote strategic engagement</td>
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<td>community engagement strategy</td>
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<td>Build an environment of support for</td>
<td>Expand collaboration with community partners to create opportunities for students, staff, and faculty to collaborate in proactive and sustainable partnerships</td>
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<td>excellence in indigenous engagement</td>
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<td>Identify and develop opportunities for</td>
<td>Strengthen programs supporting the entry, academic success, social support and wellbeing of indigenous students</td>
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<td>industry collaboration</td>
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<td>Increase capacity to globally engage</td>
<td>Develop community partnerships centred on high value and priority for indigenous communities</td>
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<td>Develop a strategy in collaboration with</td>
<td>Further develop support for community-based and indigenous research in collaboration with campus and community partners</td>
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<td>development</td>
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<td>Create an infrastructure to support mutually beneficial industry partnerships</td>
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<td>Increase international opportunities to strengthen the Faculty's role in international development</td>
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<td>Streamline support infrastructure within Faculty to support projects with international partnerships</td>
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<td>Establish fund development strategies based on the Faculty’s current and emerging strengths</td>
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International destination for work and study
Collaborative spaces
Embracing diversity
Individual pursuit with collective initiative
Inclusive design
Creating a legacy
People, first.
## INTEGRATE

### 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.

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<td>- Expand health and wellbeing initiatives in the Faculty</td>
<td>- Collaborate to implement and champion health and wellbeing initiatives within the Faculty</td>
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<td>- Facilitate participatory governance</td>
<td>- Enhance communications across the Schools to expand opportunities for collaboration</td>
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<td>- Foster environment that demonstrates Faculty’s commitment to its values</td>
<td>- Demonstrate commitment to accountable and transparent governance through continued optimization of Faculty’s processes and committee structures</td>
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<td>- Strengthen feedback mechanisms for faculty and staff</td>
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<td>- Ensure long-term sustainability of operations through prudent economic management</td>
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<td>- Provide a working and learning environment that promotes and sustains a positive culture to work and study</td>
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<td>- Maintain an environment committed to inclusivity, equity and diversity</td>
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<td>- Engage in reflection and action to build a strong sense of community within the Faculty, and across the schools.</td>
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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