



THE UNIVERSITY OF BRITISH COLUMBIA



(en)VISION 2020

UBC School of Nursing Strategic Plan 2016-2020

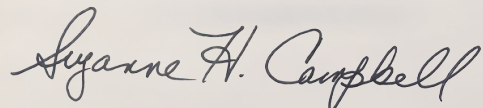


Building on our long-standing presence as a university-based education for nurses since 1919, we continue to plan for the future. This strategic plan imagines a way forward to create opportunities in research and education for the development of leaders who will cultivate systemic change in nursing and health, locally, nationally, and globally.

In a time when the health care system is facing crisis – climbing costs, decreasing access to care, lack of equitable resourcing – simultaneously our knowledge continues to explode: the microbiome and cellular level, genetic effects on health as well as the social determinants of health and impact of trauma and stress. Our need for an understanding of chronic disease management in addition to communicable disease control and the impact of diet, exercise, and mindfulness on health and well-being challenges the models of health care we have come to depend upon.

We are perfectly placed to address these challenges and continually influence the health of our local, national, and global community. Our graduates hold significant leadership roles within our provincial health care system and beyond. They are practitioners, teachers, researchers, authors, mentors, and innovators.

This is the UBC School of Nursing. This is nursing to engage, lead, and improve. What they share is the intention to be of service, and a commitment to just and equitable health outcomes for all people.



Suzanne Hetzel Campbell
PhD, RN, IBCLC
Director



our *vision*
for 2020

Making a difference, through leading-edge nursing education, research, and practice, within an exceptional learning and working environment.

our *mission*

To advance health and equitable healthcare access, through leadership and innovation in nursing knowledge exchange education, research, and practice.

our *values*

justice & equity

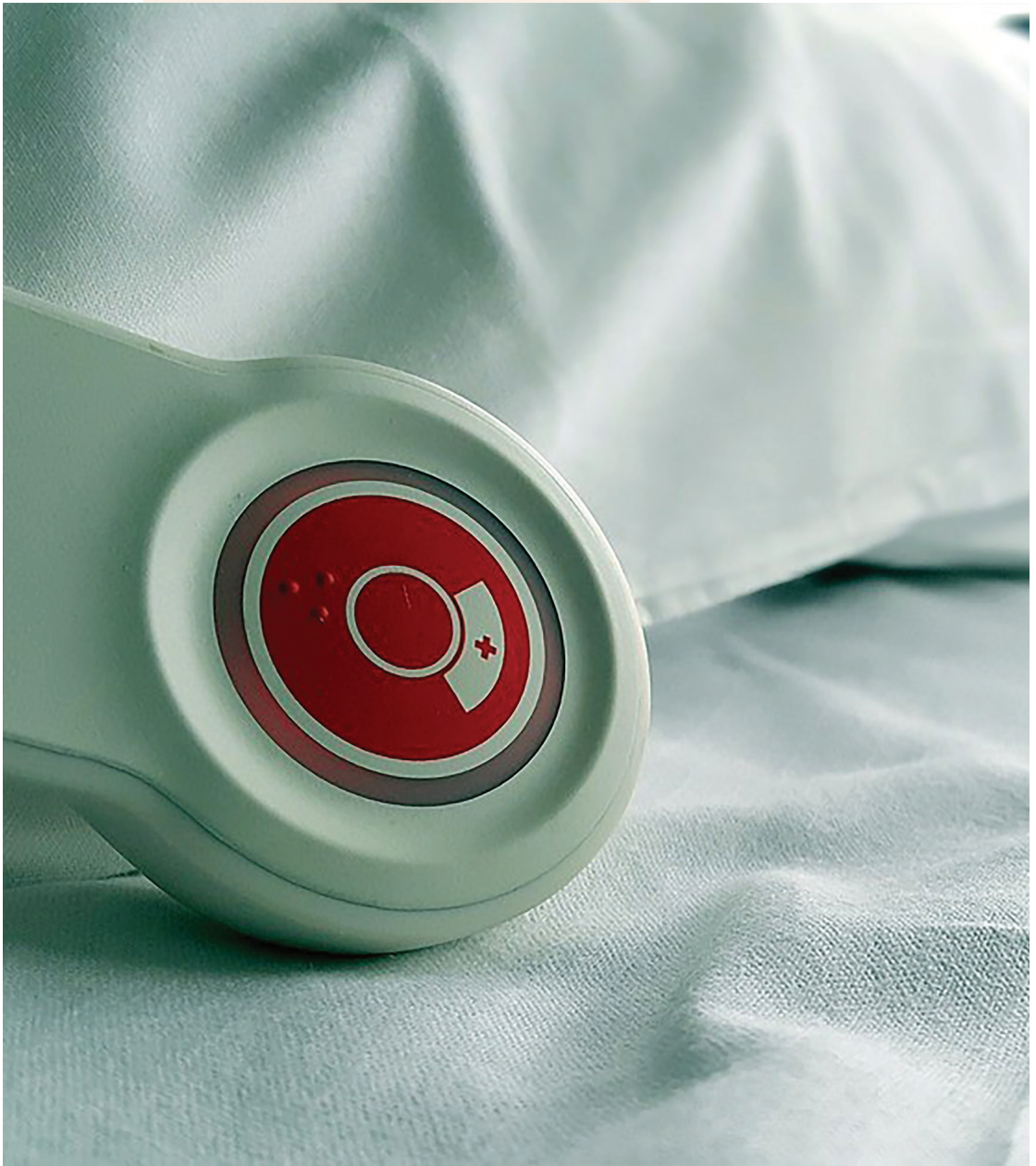
We value justice and equity, critically analyzing - and making a positive impact on - health and health care regionally, nationally, and globally.

engagement & responsiveness

We value a culture founded on the health and well-being of students, staff, faculty and alumni as well as the people with whom we serve and partner. We value respectful engagement and scholarly generosity.

excellence & leadership

We value leadership that demonstrates the essential qualities of integrity, initiative, and excellence in education, practice, research, and scholarship.



our *commitments*

The School's commitments stand alongside those specific goals and action ideas that will allow us to see them through.

They align closely with those of our governing Faculty and of UBC as a whole.



Grounded in our present strengths and focused on our future, this plan will grow with us, guiding our decisions and shaping the evolution of nursing leadership.

a *people-centred* culture

The UBC School of Nursing's value-driven culture is founded on the health and wellbeing of our people – students, staff, faculty and alumni – and of the people we serve. We engage one another and the recipients of our care with respect and generosity in an open, inclusive and sustainable environment. We strive to ensure that our staff, faculty and students reflect the diversity of populations we care for and work with.



A people-centered culture depends on building relationships and enacting collaboration. As community connectors, advocates and engagers we strive towards collaboration and cultural safety; pairing active recognition of leadership excellence and a culturally safe environment with ongoing support for personal and professional development.

We are known for our focus on justice and equity as they pertain to health and health care access and outcomes. We aim to attract outstanding students, staff, and faculty locally and from around the globe who share our mission to advance health and equitable health access through exemplary leadership and creative imagination of ways to make a difference.

VALUE, MAINTAIN, AND FOSTER A PEOPLE-CENTERED CULTURE.

GOAL

Build leadership capacity within and beyond UBC in practice, education, research and policy development.

- Integrate ethically sound leadership models, language, training, and learning opportunities into recruitment, training, and education processes.
- Foster mentorship opportunities between School of Nursing alumni, faculty, staff, emeriti, other stakeholders, and students.
- Use training, metrics and incentives to develop and foster a culture of leadership and collaboration among faculty and staff.
- Establish and articulate links between performance metrics and values-based actions, strategic priorities and the budget framework.
- Seek faculty and other stakeholder representation at all levels of decision making regarding practice, education, research and policy development.

Attract, support and retain outstanding faculty, staff and students reflecting the diversity of the communities with which we work, locally and around the globe.

- Ensure use of recruitment and retention strategies that attract faculty, staff, and students from the broadest, most diverse pool possible.
- Enhance opportunities to celebrate School of Nursing community accomplishments and diversity.
- Promote the use of respectful and inclusive language, practices and policies.
- Expand opportunities for professional and personal development and career progression by mentoring individuals and creating pathways to success.
- Address current and upcoming faculty and staff needs through strategic succession and resource planning.

Build on our strengths in the areas of justice and equity to foster sustainable connections with our partners and stakeholders in research and education.

- Increase stakeholders' engagement with our faculty members' strengths and contributions.
- Enhance innovative and effective learning environments for students.
- Position the School of Nursing's teaching and research faculty as a cohesive entity committed to and living our vision and values.
- Foster an academic culture that supports free and respectful exchange of ideas and the promotion of excellence.

research

a research enterprise focused on generating new knowledge and its translation to improve health & healthcare

The UBC School of Nursing is a research-intensive school: our outcomes inform nursing practice and education around the world. Our students learn from and work alongside nursing scholars who are developing the new knowledge and teaching innovations that other schools use and emulate.

Our research and teaching scholarship engages us directly with the community across a wide range of practice settings, and our UBC Health colleagues, with faculty taking the lead on groundbreaking projects as well as co-investigating on national and international teams. Concurrently, our leading-edge teaching scholarship prepares each new generation of practice leaders for the challenges ahead. Multi-disciplinary, critical, and translation-focused in its approach, the School's research and teaching pedagogy integrates students in faculty research and teaching at every opportunity, creating a seamless blend of classroom learning with real-world experience.



New nursing, health and health services knowledge and insights generated by our faculty's research are translated directly to diverse stakeholders locally, nationally and internationally. Our focus on health encompasses prevention, illness management as well as health promotion. The stakeholders include our students, our teaching and practice partners in the community, health authorities, governments, non-government organizations, and other nursing schools and health systems throughout Canada and beyond. Further, our stakeholders include colleagues in other disciplines such as ethics, medicine, rehabilitation, and social services.



To this end, we place a particular emphasis on multi-partner and student-integrated teaching scholarship and research projects that take place directly in clinics and communities of need; on academic publication; and on public awareness via mainstream media channels.

Similar to other disciplines within the Faculty of Applied Science, we are committed to translating new knowledge resulting from critical analysis and research into practice and to apply research findings, scholarship and pedagogical innovations in ways that enhance equity in health and health care and improve real-world situations.

LEAD NURSING RESEARCH DEVELOPMENT AND TRANSLATION FOR HEALTH AND HEALTH CARE LOCALLY, REGIONALLY, NATIONALLY, AND GLOBALLY.

GOAL

Attract and mentor outstanding graduate students to foster capacity of the next generation of nursing scholars.

- Develop systematic ways to mentor the next generation of nursing scholars and researchers.
- Recruit and retain competitive national and international graduate students.
- Enhance visibility of graduate student research.

Sustain and grow partnerships and collaborations with leading research groups and practice partners regionally, nationally and internationally to foster viable and productive research initiatives.

- Increase the number of research grants and partnerships that include collaborations with research-intensive universities across Canada and internationally.
- Expand engagement with formal School and UBC international partnerships through collaboration, exchange and publications.
- Enhance mentorship to build research capacity with practice partners.

Increase the visibility of national and international research and scholarship.

- Increase publication of refereed articles in high-impact journals.
- Promote dialogue about health policy and system implications for community-involved research in diverse venues.
- Increase the number of studies that integrate data from other countries.

AMPLIFY IMPACT AND VISIBILITY OF RESEARCH, INCLUDING COMMUNITY-INVOLVED PROJECTS, FOR SYSTEM CHANGE.

GOAL

Extend the reach of scholarly education activities through increased hosting of and participation in regional, national and international conferences, workshops, and seminars.

- Promote and engage in diverse knowledge translation events locally, nationally and internationally for the public, practice-based colleagues, and scholarly audiences.
- Track and make visible all scholarly education activities.

Enhance public exposure to the School of Nursing's research impact by increasing the frequency of media reporting.

- Identify content experts across the range of school research and scholarship initiatives.
- Create a knowledge hub for media.
- Provide media training.
- Increase marketing initiatives.

Support emerging research groups and centres, and encourage faculty to apply for longer-term, national and international multisite studies.

- Enhance grant-writing support.
- Mentor new researchers.
- Support graduate student funding opportunities in all programs.
- Support and advance research partnerships with local health and social service agencies.
- Advance research partnerships with leading research groups around the world.

ENHANCE THE EXCELLENCE OF THE SCHOOL OF NURSING'S RESEARCH THROUGH DIVERSIFYING FUNDING SUPPORT FOR SMALL AS WELL AS LARGE SCALE PROJECTS AND COLLABORATIONS IN RESEARCH AND TEACHING SCHOLARSHIP.

GOAL

Increase Tri-Council and non-Tri-Council grants, contracts, and endowed funds in the next 5 years.

- Share funding information already available through tracking.
- Provide structured training and mentoring in grantsmanship.

Increase teaching scholarship funds (e.g. TLEF) in the next 5 years.

- Increase the number of TLEF applications.
- Increase involvement of faculty in TLEF grants.

Expand funding sources in the next 5 years.

- Pursue new sources for funding such as endowed, term, or Canada Research Chairs and Professorships.

outstanding *teaching & learning* environment

The UBC School of Nursing draws from innovative models of pedagogy to create a hub for solutions to system-wide issues that affect the health and wellbeing of our communities locally, regionally, nationally, and globally. The UBC School of Nursing pursues an outstanding teaching and learning environment that fosters our students' critical thinking. The UBC School of Nursing emphasizes the concept of situated vulnerability in the communities it serves. We graduate leaders in identifying solutions for existing health and health care inequities and acting through pioneering health care activities to enact change.

The School attracts outstanding applicants, both students and faculty, from around the world with education, skill, and experience in ground-breaking teaching, leadership, research, and health scholarship. Innovative learning and practice environments advance interdisciplinary and interprofessional collaborations.

Learning, discovery, and service merge to make a difference.

EQUIP GRADUATES WITH KNOWLEDGE, SKILLS AND ATTITUDES TO NAVIGATE COMPLEX SYSTEMS, LEAD AND RESPOND TO THE DYNAMIC AND DIVERSE NEEDS OF INDIVIDUALS, COMMUNITIES, POPULATIONS LOCALLY, NATIONALLY AND GLOBALLY.

GOAL

Implement state-of-the-art learning strategies, resources and technologies that are commensurate with evolving health care delivery trends and care delivery modalities.

- Secure funding to acquire relevant state of the art equipment and tools to support lab learning.
- Critically analyze the best use of lab learning to complement clinical practice learning.
- Support mentorship of clinical teaching faculty.

Foster a collaborative and inter-professional teaching and learning environment.

- Draw on the in-house expertise (gerontology, First Nations) to enrich the learning environment.
- Engage students in planning and evaluation.
- Expand curricula with enhanced interprofessional collaboration.

Consistently integrate a philosophy of teaching and learning that models, nurtures and supports critical inquiry and decision-making to address complex issues.

- Revisit the School of Nursing beliefs framework and revise if needed.
- Develop a School of Nursing philosophy statement around teaching and learning.
- Effectively integrate our philosophy across the curriculum.

DELIVER EDUCATIONAL PROGRAMMING FOUNDED ON EVIDENCE-INFORMED, CREATIVE, STRATEGIC, AND INNOVATIVE PEDAGOGICAL APPROACHES THAT FOSTER A COLLABORATIVE, ACTIVE LEARNING COMMUNITY.

GOAL

Nurture a growth mindset.

- Incorporate teaching and learning strategies which reframe both success and failure as an opportunity to grow and learn.
- Foster an inclusive learning environment.
- Nurture trust between faculty, students and School administration in the planning, implementation and evaluation of our program delivery.

Strategically plan, implement and support creative and innovative teaching and learning approaches.

- Increase internal and external teaching and learning scholarship enhancement grants (e.g. TLEFs, SoTLs).
- Encourage students to become engaged in teaching and learning initiatives.

Develop and use cutting edge technology appropriately in teaching and learning.

- Increase internal and external teaching and learning scholarship enhancement grants (e.g. TLEFs, SoTLs).
- Encourage students to become engaged in teaching and learning initiatives.
- Build potential partnerships with industry to include new technologies.
- Apply such technologies to new pedagogy, as an instructional mode, as a tool for engagement, and as opportunities for research.
- Evaluate our effectiveness in the integration of new technologies in teaching and learning.

ACTIVELY ENGAGE AND COLLABORATE WITH STAKEHOLDERS (E.G. GOVERNMENT, PRACTICE, COMMUNITY, ALUMNI, PROFESSIONAL BODIES) IN THE ONGOING PURSUIT OF EXCELLENCE IN NURSING EDUCATION AND PRACTICE.

GOAL

Work with partners to develop a sustainable clinical practice model for implementation.

- Focus on the alignment of education, service delivery and health outcomes and the links between quality education and quality care environments.
- Work in partnership with practice partners to drive solutions, change and action to establish clinical practice education models that are responsive to needed changes in health care delivery.
- Explore creative and innovative models of practice education in a variety of non-traditional settings.

Actively engage stakeholders in the process of envisioning curriculum transformation.

- Implement a BSN curriculum that is dynamic and flexible in its design so as to be responsive to emerging and ongoing changes in health care and education delivery systems while still maintaining entry level RN Competencies across diverse populations.
- Expand involvement of adjunct faculty in teaching and curriculum design.
- Consult external expertise in curriculum design and evaluation as required.
- Ensure opportunities for faculty and student participation in curriculum redesign development and decision making.

Enhance visibility of teaching and learning scholarship within the School.

- Increase scholarship of teaching and learning initiatives internally and expand external partnerships (e.g. with wider UBC teaching and learning opportunities).
- Encourage faculty participation in SoTL programs. (e.g. certificate program).
- Enhance publications and public reporting of the School's SoTL initiatives.





a community of colleagues at ubc and beyond

Our community at the UBC School of Nursing includes faculty, students, research staff, support staff, practice/community partners, and governing agencies. We also interface with diverse UBC communities. We foster engagement to be responsive to health and health care concerns, to generate new insights, and to articulate, critically analyze, improve and lead health innovation.

While the Faculty of Applied Science has been our UBC home since 1919, the School of Nursing operates within a community of partners, including UBC Health, the Ministries of Advanced Education and Health and the Provincial Health Authorities as well as professional nursing bodies and organizations. Within this framework of partnerships, and particularly UBC Health, the School of Nursing takes leadership in health education and practice by advancing and leading Innovative pedagogy and research. The School recognizes and values the diverse array of knowledge and skills held by geographic and social communities.

The School of Nursing participates in a collaborative fashion with inter-disciplinary research, education and health projects and partnerships across the health spectrum. The School strives to foster interdisciplinarity and diversity of ideas to enhance our collective potential for finding solutions to health and healthcare's greatest challenges.

Because of the School's world-leading service innovations in collaboration with many diverse communities external to UBC, ranging from children and youth to seniors' care, the School of Nursing is uniquely qualified to act as a global leader and valued partner to improve health and health care sustainability and to be of service to others. The School of Nursing builds community.

COMMUNITY ENGAGEMENT AND COLLABORATION WITH PEERS AND PARTNERS TO FOSTER AND SUSTAIN HEALTH AND A HEALTHY WORK ENVIRONMENT IN ORDER TO RESPONSIVELY ADVANCE PEOPLE'S WELLBEING

GOAL

Engage with people and form partnerships locally, nationally and globally to foster sustainable health solutions.

Cultivate stronger connections with alumni, friends of the School, community partners and the Province.

- Local: Lead initiatives in UBC Health in research and teaching areas reflecting the School of Nursing's expertise.
 - National: Integrate recommendations made by the Truth and Reconciliation Commission into the School of Nursing's research, practice and education portfolios.
 - Global: Create curricula that foster students' capacities to work and engage with communities around the world.
 - Global: Foster and expand upon the School's global agreements, the number of visiting scholars and post-doctoral fellows.
 - Overall: Foster a work culture and working environment that sustains health and secures respect for faculty and students, as well as research and support staff.
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- Foster meaningful and mutually beneficial engagement with alumni and friends of the School.
 - Capitalize on the School's strategic position within the Faculty of Applied Science to imagine new interdisciplinary and inter-professional practice linkages in research and education.
 - Capitalize on the School's affiliations with the Vice Provost's Office of Health to develop new interdisciplinary and inter-professional practice linkages in research and education.
 - Build stakeholder awareness of health and health care issues we are uniquely qualified to address.
 - Promote external partnerships as appropriate to equip researchers and educators with state-of-the-art and effective infrastructure and tools.

COMMUNITY ENGAGEMENT AND COLLABORATION WITH PEERS AND PARTNERS TO FOSTER AND SUSTAIN HEALTH AND A HEALTHY WORK ENVIRONMENT IN ORDER TO RESPONSIVELY ADVANCE PEOPLE'S WELLBEING (CONT'D)

GOAL

Design a communications plan that strengthens the School of Nursing's operations and brand with internal and national and international external partners.

- Articulate viable goals that drive national and international partnership initiatives over the short term and long term.
- Enhance the School's alumni relations program to connect through our history and the leadership responsibilities of our graduates.
- Support innovative professional and sustainable graduate programs to meet new and emerging health leadership needs.
- Increase the School's visibility among the public and increase the diversity of potential partners and funders, nationally and internationally.
- Provide a solid financial foundation for long-term success by continued close monitoring of revenue management practices and by strategic financial planning.
- Support leadership transitions and promote quality of worklife for all of our School's community of colleagues.



"A major force in the history of the program has been the individuals who foresaw the effects of changing trends, who anticipated and envisioned the future and who responded to the challenges."

Glennis Zilm and Ethel Warbinek
Legacy (Preface)