

SCHOOL OF NURSING

# STRATEGIC PLAN 2018-2023



THE UNIVERSITY OF BRITISH COLUMBIA

School of Nursing  
Okanagan Campus



QUICK FACTS

# School at a Glance

Faculty & Instructors



64

Staff

12

Faculty to student

9:1



560

undergraduate students



78

graduate students



1,433

alumni



\$2.7 M

in research funding



30

Funded Research Projects



1

Institute



1

Tier 2 Research Chair

# Welcome



As Director of the School of Nursing at the University of British Columbia, Okanagan Campus, it gives me great pleasure to share with you our strategic plan for 2018-2023. Acknowledging that we are guests on the Okanagan Sylix unceded territory, the School of Nursing has a long and distinguished history as an innovator in nursing curriculum and has provided an exemplary undergraduate educational experience. In 2005, the School of Nursing became part of the UBC family, and thus launched a new chapter in our evolution. We have transformed from primarily a teaching institution to becoming part of a world-leading research intensive university. Thus, the past 13 years have seen rapid growth and change within the School. We now offer a full range of nursing education programs – an entry to practice undergraduate degree, a Master of Science in Nursing program, and opportunities for doctoral education. We were delighted that UBC was ranked at the top nursing university in Canada in the Maclean's 2018 rankings. Our School is home to renowned researchers, scholars and educators who all share our goal of providing exceptional learning experiences for our students and of improving the health and well-being of our community. Our graduates continue to excel and are transforming clinical practice in the Okanagan region and beyond.

This strategic plan is the result of nine months of engagement, consultation, and thoughtful dialogue with our faculty, staff and key partners and is grounded in the feedback that we have received. As such, this plan shares our commitment to the core values that shape our work at all levels in our school and identifies our key priorities and commitments for the next five years. Student success is at the heart of our mission, and this plan is shaped around providing a transformative learning experience. We are focused on preparing career-ready graduates with a global perspective. This means creating opportunities for our students to engage with the complex realities of promoting health within a global context. From our leading-edge simulation labs to our rural, remote and international experiential learning opportunities, we are committed to our mission.

This plan also shares our commitment to social justice, equity and universal human rights that effect health across the population. As an institution, we are committed to the continued implementation of the recommendations outlined in the 2015 Truth and Reconciliation Commission of Canada: Calls to Action. The School of Nursing has delivered a course on cultural safety in collaboration with local Indigenous Knowledge Keepers and Elders since 2007 and over 12% of our undergraduates identify as Aboriginal. We will continue to partner with Aboriginal communities to ensure that our students and faculty continue to participate in advancing the process of reconciliation.

After more than a decade of rapid change and evolution, this plan honours both the legacy of our early formative years and presents the roadmap for our continued transformation. I personally invite you to review our plan and I look forward to hearing your thoughts and ideas on how we can continue to grow and develop over the next five years.

Marie Tarrant, RN MPH, PhD  
Director and Professor, School of Nursing  
University of British Columbia, Okanagan Campus

## VISION

**Promote health and advance equity through nursing leadership.**

## MISSION

**Create an inclusive education, research, and practice culture that inspires inquiry, collaboration and innovation.**

# VALUES

## **We value professionalism.**

The School embodies a philosophy of professionalism in every word and action.

## **We value compassion.**

The School promotes an empathetic culture that supports an understanding of diverse perspectives.

## **We value person-centred care.**

The school places person-centred care at its foundation for all aspects of our teaching, learning, research and partnerships.

## **We value social justice.**

As a school, we value continuous efforts to eliminate health inequities.

## **We value diversity.**

The School values ethical care that promotes cultural safety and inclusion.

## **We value critical inquiry.**

The School drives the advancement of health knowledge and scholarship to advance innovation in nursing and healthcare.

# **Transformative Education**

Nurture the growth of exemplary and compassionate nursing leaders

# **Discovery & Knowledge Translation**

Engage in the pursuit of new knowledge that is embedded in nursing practice

# **Partnership & Engagement**

Facilitate and strengthen partnerships to advance health

# **People & Place**

Provide an academic learning and working environment that is diverse, equitable and inclusive



**STRATEGIES**



# TRANSFORMATIVE EDUCATION



# Nurture the growth of exemplary and compassionate nursing leaders

GOALS	STRATEGIES
<p><b>Prepare career-ready professionals who practice with competence and compassion in complex environments</b></p>	<p>Engage in continuous curricular review to ensure that nursing education is responsive to current and emergent issues in healthcare and society.</p> <p>Infuse best-available research evidence throughout the curriculum.</p> <p>Engage students in inter-professional classroom and clinical learning activities.</p> <p>Expand the nature and type of clinical placements offered for final year students (i.e., global, rural, and remote).</p>
<p><b>Increase the number of Aboriginal students applying, entering and graduating from our programs</b></p>	<p>Work with Aboriginal communities to attract students.</p> <p>Provide a supportive and inclusive learning environment for Aboriginal students.</p> <p>Provide appropriate and proactive academic and cultural support where needed.</p> <p>Provide cultural safety education to all students.</p> <p>Work with donors to increase financial support and bursaries for Aboriginal students.</p>
<p><b>Graduate nurse leaders to be agents of future health-care transformation</b></p>	<p>Engage with students in reciprocal learning experiences to grow confident, life-long leaders.</p> <p>Embed the school values into the curriculum and student learning experiences.</p> <p>Provide enriching leadership opportunities both inside and outside of the formal curriculum.</p> <p>Engage students in non-practice experiential learning experiences to strengthen leadership and team-building skills.</p> <p>Embed school values (inclusion, compassion, and patient-centred care) in the curriculum and student learning experience.</p>
<p><b>Become a leader in teaching innovation and practice education scholarship</b></p>	<p>Provide ongoing mentorship for teaching faculty.</p> <p>Support and acknowledge innovation and excellence in teaching.</p> <p>Provide resources for faculty to advance the scholarship of teaching and learning.</p> <p>Redesign laboratory and clinical learning spaces to facilitate and support teaching innovation.</p> <p>Incorporate active learning, up-to-date technology, and simulation to engage with students and accelerate learning.</p>



# DISCOVERY

KNOWLEDGE TRANSLATION

# Engage in the pursuit of new knowledge that is embedded in nursing practice

GOALS	STRATEGIES
<p><b>Provide a research support infrastructure that will position UBC Okanagan School of Nursing as a global nursing research leader</b></p>	<p>Develop a formalized and sustainable faculty research mentorship program.</p> <p>Appoint an internal research chair to provide overview/coordination of research activities.</p> <p>Advocate for state of the art research laboratories, research space, and technological research support.</p>
<p><b>Consolidate and further develop existing research excellence clusters</b></p>	<p>Recruit future research faculty into current research clusters to further develop research excellence.</p> <p>Seek funding from the UBC eminence program to support research excellence clusters.</p> <p>Enhance the visibility of faculty research internally and externally through online and social media platforms.</p> <p>Further develop partnerships with other UBC researchers and external clinical collaborators.</p> <p>Increase donor and philanthropic support for research through professorships and graduate student research support.</p>
<p><b>Foster an environment that promotes multilevel engagement in research</b></p>	<p>Integrate research into all levels of undergraduate/graduate curriculum.</p> <p>Engage students/non-research faculty in research.</p> <p>Create student summer research assistantships for UG students to work in faculty programs of research.</p> <p>Conduct research symposiums to build capacity within the SON and IHA and Community partners.</p>
<p><b>Mentor the next generation of nursing scholars</b></p>	<p>Provide academic and financial support for undergraduate research practica and internships.</p> <p>Support and facilitate Master of Nursing students to complete the thesis-based program.</p> <p>Expand opportunities for discipline-based doctoral education by developing a PhD program in nursing.</p> <p>Build opportunities for nursing faculty to showcase their research to students, clinical and community partners.</p>



# PARTNERSHIP

ENGAGEMENT

# Facilitate and strengthen partnerships to advance health

GOALS	STRATEGIES
<p><b>Strengthen and sustain partnerships with local, rural and underserved communities in British Columbia and Western Canada.</b></p>	<p>Engage with and support community partners to improve health through policy development, advocacy, and program planning, implementation and evaluation.</p> <p>Create opportunities for living laboratories that enhance learning and fortify community connections.</p> <p>Build reciprocal partnerships to enable collaboration to address mutual health and wellness priorities.</p> <p>Recognize and profile productive community partnerships through awards, media releases, and social media channels.</p>
<p><b>Develop a robust alumni network and provide opportunities for alumni to actively engage in the activities of the School.</b></p>	<p>Hold regular alumni engagement activities to foster and maintain their connectedness.</p> <p>Maintain an active social media profile to keep alumni up-to-date on university activities.</p> <p>Provide opportunities for alumni to connect with current students to act as mentors and to facilitate relationships between current students and alumni.</p>
<p><b>Engage with Aboriginal communities to expand and strengthening education and research collaborations.</b></p>	<p>Enhance the integration of indigenous cultures and histories into the curriculum through continued dialogue and engagement with Aboriginal communities.</p> <p>Ensure that the school and campus provide a receptive, safe and supportive environment for Aboriginal partners and community members.</p> <p>Provide cultural safety education and training to all faculty members to enhance respectful dialogue with Aboriginal partners.</p> <p>Engage with Indigenous communities as equal partners in research collaborations aimed at improving health and well-being.</p>
<p><b>Fortify connections with clinical and practice partners with a focus on multi-level engagement.</b></p>	<p>Identify and support opportunities for faculty and students to engage in clinical research projects and knowledge translation activities.</p> <p>Engage with knowledge users to identify clinical and research priorities and to mutually engage in all phases of the research process.</p> <p>Support the development of research capacity within the clinical setting by offering workshops, research seminars, and sharing sessions.</p> <p>Profile productive research projects and partnerships in the clinical and academic settings.</p>
<p><b>Expand the reach and scope of our international partnerships.</b></p>	<p>Develop strategic partnerships and alliances with international institutions and organizations.</p> <p>Increase our global presence beyond our existing partners to increase options for international student learning experiences.</p> <p>Expand the scope of existing partnerships to include research aimed at improving health and building capacity in our nursing and health care partners.</p> <p>Optimize UBC institutional resources to support our global health teaching and research goals.</p>



**PEOPLE**  
PLACE

# Provide an academic learning and working environment that is equitable and inclusive

GOALS	STRATEGIES
<b>Recruit and retain outstanding faculty, staff and students who are representatives of the diverse community served by UBC Okanagan</b>	<p>Promote a respectful culture that values the contributions and role of all students, staff and faculty.</p> <p>Support professional development and career advancement opportunities for all students, staff and faculty.</p> <p>Advocate for research and teaching space that enables faculty members to advance and excel in their teaching and research mission.</p> <p>Actively participate in and support healthy campus initiatives to enhance the health of all students on our campus and at UBC.</p>



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