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Rec. #	Recommendation	Present Practice/Action	Person Responsible	Timeline	Cost/wkload implications
2.	That the School of HKR streamline its governance and committee structures to reduce the administrative workload on faculty members. One suggestion might be to determine if there are ways of partnering with other small schools (such as Social Work, Nursing, Pharmacy) to perhaps rotate delegates on more peripheral academic councils. Alternatively, the School should refrain from nominating faculty to sit on councils that are peripheral to the mission of the School.	Review of faculty wide committee contributions. Conversations to be had with other Deans to see if there is interest.	Dean & Chair for Committee on Committees.	Spring, 2017	No cost/would reduce workload
3	Possibly with the help of an external facilitator, it is suggested that the Leadership team in HKR call a special session of their Academic Council to discuss concerns about faculty feeling: able to dissent or openly discuss issues without fear of negative repercussions, communication, transparency, and efficiency. The goal of such a meeting would be to identify areas where communication is lacking and develop procedures to increase transparency.	Will schedule facilitator to attend Faculty Council to discuss communication and transparency.	Dean & Secretary	Fall, 2016	Modest cost if facilitator external.
5.	That the Leadership team identify and address inefficiencies in administrative and operational procedures.	A review that will solicit input from faculty and staff will be conducted that will address efficiencies in administration and operational procedures.	Leadership Team	Winter, 2018	Should lead to cost savings
7.	In view of relatively low enrolment, lack of course offerings, and the small number of faculty members with expertise in recreation, that additional options be considered for the delivery of the Recreation Degree Program,	The recreation faculty members and Undergraduate Studies Committee will be asked to respond to this suggestion	Assoc. Dean Undergrad & Undergrad Studies Committee	Fall, 2016	Neutral or minimal cost savings

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	such as an articulated program with the College of the North Atlantic (Community Recreation Leadership program) (e.g., two years at each institution).	and report back to faculty for a larger discussion.			
8.	In view of overlap with kinesiology and given the need to consolidate resources, that the BPE Degree Program general option be discontinued, and that the BPE Degree Program focus on preparation for teaching, and that a conjoint degree be pursued with the Faculty of Education.	The physical education faculty members and Undergraduate Studies Committee will be asked to respond to this suggestion and report back to faculty for a larger discussion.	Assoc. Dean Undergraduate and Undergraduate Studies Committee	Fall, 2018	Cost and workload impact uncertain
13.	That the Associate Dean Undergraduate Studies conduct a comprehensive review of academic advising procedures, and meet regularly with the academic advisor to ensure optimal student support via clear processes and communication.	A review of academic advising procedures will be conducted by the Associate Dean Undergraduate.	Associate Dean Undergrad	Fall, 2016	No impact on cost or workload
16.	That a formal orientation process be developed for per course instructors to ensure they are knowledgeable about school policies and procedures and to ensure consistency of course delivery.	A manual already exists that provides information for per course instructors. A workshop to discuss this content will be developed and offered.	Assoc Dean, Undergrad	Fall, 2016	Increase workload for Assoc. Dean UG. No direct costs
18.	That a safety audit be conducted in all laboratories to ensure students, faculty members and staff are not being placed at risk.	A safety audit will be conducted.	Assoc. Dean Grad and Research and Co-Chairs of Safety Committee	Winter, 2017	Could lead to costs when deficiencies identified and remediation required.
21.	That the School of HKR review the requirements for an honours degree with the intent of reducing the strain on faculty and laboratory resources.	There will be a review of the honours degrees.	Associate Dean Undergrad & Undergraduate Studies Committee	Spring, 2017	No direct cost implications. Could reduce demands on faculty and staff.
22.	That data be gathered to evaluate whether the	Graduates from HKR	Program	Spring,	This process will require staff

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	co-op program (Kinesiology, Recreation, Physical Education) is more effective in preparing students for the workforce than the other degree programs, and to assess the quality of work experience in the program.	(including co-op) will be tracked to monitor their career paths after leaving MUN.	Advisor & Communications Consultant	2016 - onward	time.
25.	That the School seek guidance from the institution on setting specific graduate enrolment targets, and determine what incentives, resources, and supports are available to meet those targets	The Dean of Graduate Studies will be consulted regarding enrolment targets and resources available to support reaching these targets	Associate Dean Grad Studies and Research	Winter, 2017	Cost impact uncertain.
27.	Supported by the Associate Dean (Graduate and Research), a plan is required to offer with regularity a slate of graduate courses that meets the needs of the students and faculty members working in each of the designated areas of concentration. Such a plan could benefit from consultation with other academic units that overlap in interest and expertise, such as Medicine, Psychology, and Engineering.	A plan for graduate course offering will be developed.	Associate Dean Grad Studies and Research	Winter, 2018	Increasing course offerings will have cost implications. Coordination with other units will have less cost impact.
28.	An enrolment management plan can help the School set clear targets for enrolment that balance the potential financial liabilities associated with current course equivalencies for graduate student supervision. Course equivalencies for supervision should be reviewed, using appropriate comparator groups.	Enrolment targets can be set for next intake of students. Course equivalencies are a collective agreement issue that will be addressed at the time of the next renewal of the collective agreement.	Assoc Dean Grad Studies and Research	Spring, 2017 Fall 2018	Clear cost implications.

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29.	A review of the HKR 6330 course structure is recommended, considering the possibility of offering modules to those students with specific needs.	The content of HKR 6330 will be reviewed.	Associate Dean Grad Studies and Research & Graduate Studies Committee	January, 2017	Cost implications if additional modules offered.
30.	Led by the Associate Dean (Graduate Studies and Research) and supported by the School of Graduate Studies, a comprehensive review of graduate student funding procedures is necessary to ensure transparency and consistency, and that procedures are consistent with the strategic priorities of the School with regard to enrolment targets and research aspirations.	The Associate Dean Grad Studies and Research will develop clear plans for the procedures associated with graduate student funding.	Associate Dean Grad Studies and Research & Graduate Studies Committee	Spring, 2017	No additional cost to HKR.
32.	A formal mentoring program for graduate students could help increase success rates in external funding competitions. Continuing funding for graduate students could be made conditional upon students applying for external sources of funding.	A mentoring program that involves workshops and a review process will be established to help with graduate student funding.	Assoc. Dean Graduate Studies and Research	Fall, 2016	No cost implications
34.	Equipment that is used for graduate student research should be carefully managed to minimize the risk of damage from other uses such as undergraduate teaching. A capital equipment plan would be prudent to increase redundancy in key areas.	Currently a staff member monitors laboratory equipment used by undergraduates. This equipment is purchased for undergraduate use. Equipment purchased by faculty for research purposes is not intended for use for undergraduate teaching. Equipment usage will be inventoried and a plan for	Laboratory Staff and Senior Clerk	Winter, 2017	Cost implications uncertain

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		replacement of teaching equipment will be developed.			
36.	The School of HKR should conduct a review to determine if the MPE should be a core part of the School's mission.	A review of the MPE program will be conducted that will include an analysis of cost.	Assoc. Dean Graduate Studies and Research	Fall, 2017	Cost implications uncertain.
37.	The School should develop a plan to handle the significant resource costs of running the MPE program, either by negotiating stable, increased resource support from the institution, or by increasing the efficiency of the program perhaps by offering courses in alternate years and admitting new students to the program only every second year.	A review of the MPE program will be conducted that will include an analysis of cost.	Assoc. Dean Graduate Studies and Research	Fall, 2017	Cost implications uncertain.
38.	The Dean and Associate Dean (Graduate and Research) should take leadership roles in supporting faculty in their research efforts and work toward creating an atmosphere in which research is valued as a contribution to the School equally to teaching contributions (see Recommendations 4, 14).	A Faculty meeting will be dedicated to this topic so faculty can be consulted to get clear direction about the type or nature of research support faculty are requesting		Fall, 2016	Cost implications uncertain.
40.	Faculty, particularly junior faculty, should be encouraged to take their course equivalencies as teaching release and plan and take sabbaticals in order to advance their research agendas (see Recommendation 15).	Junior faculty will be reminded of the option to use course equivalencies as teaching relief through this AUP process.	Dean	Fall, 2016	No cost to HKR/ increased faculty opportunity
41.	A seminar/research series /colloquium could be initiated whereby HKR students and faculty from HKR and across the campus present and invite visiting speakers to present. Alternatively, individual research groups could become part of already-existing seminar series in other departments or schools.	The option of revising the graduate seminar course will be considered.	Associate Dean Graduate and Research, Graduate Studies Committee	Fall, 2016	No cost

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43.	The unit may wish to consider meeting with the VP Research to have him visit the facilities and discuss their research with the goal of gaining support for implementing the plan. One topic of discussion could be the possibility of applying for CFI funding to make urgent renovations to research infrastructure.	The VP Research presented to HKR in 2015 and our needs were highlighted at that time. The VP Research will again be invited to tour facilities and matching funds for CFI will be sought.	Dean, Associate Dean Graduate Studies and Research	Winter, 2017	No cost to cHKR.
45.	While there is only one course release required through Memorial's collective agreement (Clause 3.25) the unit may wish to use this release strategically to enhance research productivity and reward individual faculty's research efforts.	Faculty will be reminded of the option to use course equivalencies as teaching relief through this AUP process (according to Clause 3.25).	Dean	Fall, 2016	Cost of one course equivalency.
47.	See recommendation 3.				
52.	Conduct a review of how staff supports the current administrative structure in order to adapt to shifting responsibilities. Request more resources in areas identified as priorities.	A review of staff duties will be conducted in relation to point 5.	Dean, & Manager Finance and Administration	Winter, 2017	No cost to HKR.
6.	That sufficient additional academic staff members be allocated to the School of Human Kinetics and Recreation to ensure CCUPEKA Accreditation standards are met in the Kinesiology and Physical Education Degree Programs (at least 75% of core courses taught by full time faculty), and that students in the Recreation Degree Program are provided with the courses necessary to graduate with the requisite knowledge and skills.	The Dean will continue to lobby with the Provost about the need for additional academic staff members. The current staffing plan will be revisited to ensure that it is current.	Provost & Dean	Fall, 2016	No cost to HKR – High cost to MUN
19.	That a dedicated undergraduate exercise physiology/biomechanics teaching laboratory be established, with several stations (4- 6) and sufficient equipment to accommodate active	The need for laboratory teaching space will continue to be raised with the AVP of Facilities.	Leadership Team	Winter, 2017	High Cost

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	participation by students.	Restructuring our current lab space to create "teaching only" laboratory space will be revisited.			
20.	That efforts be made to find additional laboratory space across campus to house some faculty researchers, so that space may become available in the HKR building for teaching laboratories.	Continued efforts will be made to find additional research space through requests to AVP Facilities and MUN Space Committee. The most immediate option would be rental of off campus space.	Dean & Associate Dean Grad and Research	Winter, 2017	High Cost
33.	Suitable graduate student space should be included as part of all on-going space planning activities.	This is currently part of our space plan. An application for funding to renovate graduate student space has been submitted. Alternative sources of funding will be sought.	Dean	Winter, 2017 onward	High Cost
42.	The unit's profile and opportunity for research could be increased through regional partnerships, exchanges and possible internships (e.g., with Dalhousie, UNB).	In collaboration with the MUN office of research, current and potential partnerships with other universities will be explored.	Dean, Associate Dean Graduate and Research	Fall, 2017	Medium Cost
46.	Explore the possibility of sharing a research support and/or grant facilitator position with another unit or units on campus.	This has been offered to Faculty and they have on several occasions voted against hiring a grants facilitator. The option can be presented again.	Dean	Fall, 2016	Med Cost (unlikely with budget reduction)
1.	That the School establish a strategic planning committee with the mandate of developing a	Vision mission document is drafted and currently sits	Dean	Fall, 2016	Planning has no cost other than faculty time but

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	<p>draft plan within six months. This should include a strategic hiring plan, staffing and three-year course plans. The unit may wish to consult external experts to assist with the development of such a plan. This plan should be ambitious, have clear goals and outcome metrics, and fit within the university's strategic plans and frameworks, in particular, the research intensity plan.</p>	<p>with a faculty member who was planning to edit/develop concrete milestones and action items. A three year staffing plan currently exists (a requirement for annual budget submission).</p> <p>A committee will be formed to complete this task.</p>			<p>opportunity for new hires is limited.</p>
4.	<p>That the Leadership team develop clear guidelines for assigning teaching and administrative duties to encourage transparency and the faculty can see how and why they are distributed the way that they are.</p>	<p>Teaching load is governed by the collective agreement. Specific course assignments are established in collaboration with the Assoc. Dean Undergraduate and individual faculty members. After verbal conversation about load, written confirmation of workload is circulated in accordance with collective agreement.</p> <p>Attempts are made to distribute committee load to approximately two duties per faculty member. According to constitution and collective agreement, volunteers are requested and elections are called if</p>	<p>Assoc. Dean Undergrad, Dean & Chair of Committee on Committees</p>	<p>Spring, 2016</p>	<p>No cost</p>

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		<p>more volunteers than positions are available. Dean assigns remaining positions in consultation with individual faculty members.</p> <p>A working group will be formed to discuss how this process could be improved.</p>			
9.	That service courses be discontinued unless remuneration is provided to the School of Human Kinetics and Recreation to support course instruction.	Service course offerings will be reduced, but not eliminated.	Assoc. Dean Undergraduate & Undergraduate Studies Committee	Spring, 2016	Potential savings to HKR
10.	That only one section of elective courses be offered per year, and that space be prioritized for students in the HKR degree programs.	Elective courses will be offered less frequently to students outside of HKR, to accommodate students in HKR degree programs.	Assoc. Dean Undergraduate & Undergraduate Studies Committee	Spring, 2016	Potential savings to HKR
11.	That the curriculum mapping exercise accomplish the following:	The curriculum mapping exercise will address the issues from 11a – 11f.	Chair for Teaching and Learning	Spring, 2016	Cost implications uncertain, but potential savings expected
11a.	review “slash” courses to ensure they are pedagogically effective and not adding to workload (two separate courses may be preferable in some cases);		Chair for Teaching and Learning, Assoc. Dean Undergraduate & Undergraduate Studies Committee		

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11b.	determine which courses could be offered in alternating years (“or” courses), and develop a long range plan for these courses. The alternating course schedule should be listed in the Calendar from three to four years ahead to aid student planning;		Undergraduate & Undergraduate Studies Committee		
11c.	evaluate courses offered as “doubles” or “triples” to ensure course content meets the needs of all students, and to identify courses that would be better offered independently;		Chair for Teaching and Learning, Assoc. Dean Undergraduate & Undergraduate Studies Committee		
11d.	review desired outcomes in the three degree programs, and determine where there are gaps (e.g., inactive recreation courses) and overlaps;		Chair for Teaching and Learning, Assoc. Dean Undergraduate & Undergraduate Studies Committee		
11e.	explore opportunities for shared courses between units in HKR as well as with other units on campus;		Chair for Teaching and Learning, Assoc. Dean Undergraduate & Undergraduate Studies Committee		
11f.	Review course scheduling to eliminate “extra”		Chair for		

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	small course sections and directed studies offered for students who wish to graduate (not all students can be accommodated, however advanced course planning and increased promotion of the schedule in the Calendar should assist).		Teaching and Learning, Assoc. Dean Undergraduate & Undergraduate Studies Committee		
12.	That the school consider adding an additional academic advisor, or having the current advisor work solely with undergraduate students.	An additional academic advisor will not be hired. However, HKR was assigned a graduate secretary who will address administrative needs of graduate students.	Dean	Spring, 2016	No cost to HKR
15.	That untenured faculty members not be requested to teach courses on overload.	Practice for the past several years has been to not request untenured faculty to teach overload. However, there have been exceptions when untenured faculty themselves have requested to teach a specific course. Moving forward these requests will be denied.	Dean	Spring, 2016	No cost to HKR.
24.	That the effect of co-op student requirements on course scheduling be reviewed, with a view to limiting the impact of a few students on the whole.	A review of the impact of co-op curriculum on regular curriculum is currently underway and will be reviewed by Undergraduate Studies Committee.	Associate Dean Undergrad & Undergraduate Studies Committee	Spring, 2016	Potential savings
26.	The School is advised to focus energy and	Attention is being paid to	Associate Dean	Ongoing	

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	resources on the existing graduate programs until significant gains can be realized in terms of faculty complement	the current graduate programs (M.Sc. and MPE).	Grad Studies and Research		
31.	Led by the Associate Dean (Undergraduate) and in consultation with the Associate Dean (Graduate Studies and Research), workloads should be assessed for TA positions to ensure consistency and fairness.	Information on the allocation of TA across the undergraduate program has been gathered. Resource allocations are currently being reviewed.	Associate Dean Grad Studies and Research & Graduate Studies Committee	Spring, 2016	Better use of resources.
35.	Administrative support for the Associate Dean (Graduate Studies and Research) is necessary to serve as a point of contact for the day-to-day needs of graduate students (see Recommendation 12).	A graduate secretary joined HKR in May, 2016.		Completed	
39.	The position of the CRC Chair should be used strategically as a nucleus of research for the unit and the Chair should be expected to act as a champion for all research across the unit.	The incoming CRC chair has been advised that this is an expectation of his role and we have developed	Dean	Spring, 2016	No cost to HKR
48.	That the School of HKR develop a formal mentoring process for new faculty members that matches them with senior scholars in related fields of study for the purpose of developing both teaching and research priorities and successes.	Currently the dean meets with untenured faculty for lectures and discussion on topics such as (writing productivity, grantsmanship, tenure process, graduate supervision etc). As well, untenured faculty have had access to mentors such as the Chair for Teaching and Learning and the University Research Chair. Moving forward, untenured faculty will be	Dean	Ongoing	Cost uncertain

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		encouraged to meet to provide a description of the type and frequency of mentorship activities they would like to have access to.			
23.	That the need for the co-op programs in physical education, kinesiology and recreation be reviewed based on the data gathered.	Once several years of data are collected the career advantages of co-op graduates will be evaluated.	Associate Dean Undergrad	Spring, 2016 onward	Moderate cost of doing evaluation
49.	That the School prepare a resource request proposal that outlines the areas of greatest need for FTE faculty complement, drawing from quantitative comparisons of similar units across Canada.	See response to point 6.			
50.	That the School carefully revisit academic programs with an eye toward reducing the number of courses that need to be taught in order to deliver programs with predictable quality that are robust against unanticipated staffing pressures (see recommendations 7-11, 27, 28, 37).	Ongoing curriculum mapping exercise will address this concern. See response to point 11.	Chair in Teaching and Learning		
51.	That the School of HKR engage in a facilitated workshop addressing concerns and policies around workload allocation (see Recommendations 4, 14).	See Response to Points 4 and 14.			
53.	Urgent attention should be paid to space, equipment, laboratory, and staffing.	See Responses to points 18, 19, 33, 34, 43 & 42			