

ACTION PLAN

MEMORIAL UNIVERSITY OF NEWFOUNDLAND SCHOOL OF HUMAN KINETICS AND RECREATION

MISSION STATEMENT OBJECTIVES AND ACTION PLAN

Introduction

The School of Human Kinetics and Recreation degree program was introduced in the 1960-61 academic year. It has been in existence for 46 years under various names including the Department of Physical Education and Athletics, the School of Physical Education and Athletics, and the School of Physical Education, Recreation, and Athletics.

The School has gone through a multitude of changes, responding to often challenging demands of being a relatively small academic unit, in demanding but exciting times. The School is proud to have the Division of Varsity Athletics; but, again, this adds to the complexity of the academic unit. A document such as this can be perceived as one reflecting or reacting to 'negatives' or 'recommendations'. But it must be acknowledged that the School has many things to 'celebrate' and the School is evolving as a strong academic and athletic unit with an identity. Items worth mentioning include, but not limited to: increased recognition across campus; increased recognition and involvement in health and education in the Province; a steady increase in the number of graduate students; an increase in the quality and number of undergraduate applications; increased emphasis on research and success in securing research funding; new partnerships; professors receiving awards in teaching and research; and advances in varsity athletics (Athletic Therapy Program and full-time Athletic Director). The School has the knowledge, skills, and ability to be the School of choice in Canada, and aid in enhancing the health and well being of the people of Newfoundland and Labrador. However, the greatest barrier is infrastructure. As this Action Plan evolves, and Memorial University advances towards achieving its goals as a University, the School of Human Kinetics and Recreation reminds us all of the need for enhanced and new facilities for the School.

Mission Statement

The School of Human Kinetics and Recreation prides itself in a student centered, experiential approach to teaching, research, community advancement, and varsity athletics. We are dedicated to promoting the health and wellness of the citizens of Newfoundland/Labrador and beyond, through our Kinesiology, Physical Education and Recreation undergraduate, co-operative education, and graduate programs. We are committed to growth and sustainability through strategic planning, ongoing reviews, and collaboration with other units. As a smaller School with a sense of community, we have the distinct advantage of ensuring standards are maintained, and future leaders are provided the student advising they deserve.

ACTION PLAN

Memorial has identified five *key action areas*: 1) students; 2) research, creative activity and scholarship; 3) the needs of the province; 4) conditions for success; and 5) institutional responsibility; and has set out a series of goals for each key action area. These goals (listed below), and their associated action areas strongly reflect the University mission, vision and institutional goals.

Memorial University Strategic Plan Goals

STUDENTS

- Goal #1:** To foster Student Success and Retention
- Goal #2:** The Teaching and Learning Environment
- Goal #3:** Program Innovation and Development
- Goal #4:** To increase Undergraduate and Graduate Enrolment
- Goal #5:** To serve Off-Campus Students
- Goal #6:** To enhance Student Recruitment and Financial Support
- Goal #7:** Student Support

RESEARCH, CREATIVE ACTIVITY AND SCHOLARSHIP

- Goal #8:** To focus on High Need Areas
- Goal #9:** Research Collaborations and Partnerships
- Goal #10:** Research Environment
- Goal #11:** External Funding
- Goal #12:** Research Engagement and Productivity

NEEDS OF THE PROVINCE

- Goal #13:** Accessibility
- Goal #14:** Foster Regional and Rural Development
- Goal #15:** Education and Research Opportunities in Labrador
- Goal #16:** Partnership and Aboriginal Peoples
- Goal #17:** Immigration and Internationalization
- Goal #18:** Provincial Linkages and Partnerships
- Goal #19:** Lifelong Learning within the Province and Beyond

CONDITIONS FOR SUCCESS

- Goal #20:** Importance of People
- Goal #21:** Infrastructure
- Goal #22:** Information Resources
- Goal #23:** Active Participation in the International Community
- Goal #24:** Administrative Practices
- Goal #25:** Advancement
- Goal #26:** Funding

ACTION PLAN

INSTITUTIONAL RESPONSIBILITY

Goal #27: Planning, Resource Allocation and Performance Monitoring

Goal #28: Working and Learning Environment

Goal #29: Sustainability

Key Statements

In reviewing both the University and the School of Human Kinetics and Recreation mission, you will notice that the School's mission complements, or is an extension of, the University mission. The School will meet this mission, address recommendations from the Academic Program Review, and complement the University key action areas and goals by pursuing the following objectives:

Objectives

1. To provide the highest standard of post-secondary education (undergraduate/graduate) for the development of Kinesiologists, Physical Educators, and Recreation Practitioners, recognizing a particular responsibility to students from Newfoundland and Labrador.
2. To be the School of choice in Canada for professionals in Kinesiology, Physical Education, Recreation, and Varsity Athletics.
3. To deliver curriculum in Kinesiology, Physical Education, and Recreation that reflect current research and trends.
4. To provide leadership and encourage collaborative practice to promote health, active lifestyle, and high performance sport at Memorial and in the province.
5. To increase current enrolment in the Bachelor of Recreation degree and clearly define transfer credits from other academic institutions' recreation programs.
6. To examine and further enhance the therapeutic Recreation Stream to respond to needs of the Eastern Health District.
7. To manage all academic (undergraduate and graduate) and athletic programs in a supportive and efficient manner, and adhere to university academic and AUS regulations and requirements.
8. To offer a Co-operative Education Program experience that serves as an extension of learning.
9. To offer the School of Human Kinetics and Recreation faculty, staff, graduate students the support and resources necessary to continue teaching, research, professional advancement, renewal, and retention.
10. To establish a collaborative PhD degree with other health related faculties/schools.
11. To participate in the Interprofessional Education and Research initiative as part of the health related schools/faculty team.
12. To develop an international reputation of excellence by promoting the achievements of the School's faculty, staff, students, student athletes, and assisting in the dissemination of these results through publication and encouraging international exchange.

ACTION PLAN

13. To operate the School, including varsity athletics, in a professional and efficient manner.

NOTE 1:

It has been acknowledged that the Memorial University Varsity Athletic Program is a division of the School of Human Kinetics and Recreation. You will notice the inclusion of varsity athletics in this Action Plan, but not in detail. The reason for this is that the Athletics Program is in the midst of developing a Strategic Plan, one that complements the Memorial University Strategic Plan and this Action Plan for the School.

NOTE 2:

In reviewing this Action Plan, you will note that in a number of cases a single ‘action’ will address and/or support more than one objective for the School of Human Kinetics and Recreation.

NOTE 3:

In the “investment” column, in some cases, an estimated cost is not available until the curriculum review is complete and recommendations made. The cost (or investment) will then be determined based on the recommendation(s).

NOTE 4:

It is acknowledged that not all of the Memorial University Strategic Plan goals have been addressed. This document is primarily in response to the Academic Unit Review recommendations.

ACTION PLAN

<i>Objective</i>	<i>Action</i>	<i>Target Date</i>	<i>Completed</i>	<i>Investment</i>	<i>Correlation to Review</i>	<i>Correlation to MUN Strategic Plan Goals</i>
#1 #3 #7	Perform internal review of curriculum in Physical Education.	Work groups established, discussion ongoing. Recommendations April 2007		None (for review)	Recommendation #1 (UGS)	STUDENTS - #3 Program Innovation & Development
#1 #3 #7	Perform internal review of curriculum in Kinesiology.	Work groups established, discussion ongoing. Recommendations April 2007		None (for review)	Recommendation #1 (UGS)	STUDENTS - #3 Program Innovation & Development
#1 #3 #5 #7	Perform internal review of curriculum in Recreation with specific focus on strategies to monitor recent changes, increase enrolment, and respond to Eastern Health District.	Work groups established, discussion ongoing. Recommendations April 2007		None (for review)	Recommendation #1 and #5 (UGS)	STUDENTS - #3 Program Innovation & Development
#7 #8 #13	Examine present structure for professional program advising.	January 2007	Completed		Recommendation #3 (UGS)	STUDENTS - #1 Foster Student Success & Retention

ACTION PLAN

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#7 #13	Move office of Academic Programs to main hallway.	January 2007	Completed		Recommendation #3 (UGS)	STUDENTS - #1 Foster Student Success & Retention
#7 #13	Include graduate program management in the new role for the Academic Program Officer and collaborate with SGS.	September 2006	Completed		Recommendation #3 (UGS)	STUDENTS - #1 Foster Student Success & Retention
#1 #2 #3	Engage in discussions with Faculty of Education regarding conjoint/collaboration on the Bachelor of Education after Degree Program.	Preliminary discussions Recommendations April 2007		None (for review)	Recommendation #6 (UGS)	STUDENTS #1 – Foster Student Success & Retention
#1 #3 #8	Investigate practicum and internship experiences as part of the stream in Physical Education, and examine existing Co-op offerings.	Work groups established, discussion ongoing. Recommendations April 2007		None (for review)	Recommendation #3 (Co-op)	STUDENTS #3 – Program Innovation & Development
#1 #7 #9	Establish internal administrative structure for selection and assignment of Graduate students to faculty members.	April 2007		None	Recommendation #1 (GS)	CONDITIONS FOR SUCCESS #24 – Administrative Practices

ACTION PLAN

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#1 #9	Review and revise old Lab Assistant role/responsibilities. Establish SHKR Research Coordinator position/hire.	August 2006	Completed		Recommendation #2 (GS)	STUDENTS #3 – Program Innovation & Development
#2 #7 #9	Cooperate with Faculty of Education and School of Graduate Studies to create a more coherent set of course offerings.	Fall 2007		None	N/A	STUDENTS #4 Increase Undergraduate and Graduate Enrolment
#9	Improve office space for Graduate Students.	January 2007	Completed (32 new spaces)		Recommendation #3 (GS)	STUDENTS #2 – Teaching & Learning Environment CONDITIONS FOR SUCCESS #21 - Infrastructure
#9	Improve lab research space.	April 2007 (Continue to examine due to advances in research)		\$4,000.00	Recommendation #4 (GS)	STUDENTS #2 – Teaching & Learning Environment CONDITIONS FOR SUCCESS #21 - Infrastructure

ACTION PLAN

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#1 #13	Realign current calendar description of MPE to make clear Recreation stream degree is available.	Fall 2007		None	Recommendation #5 (GS)	STUDENTS #4 – Increased Undergraduate and Graduate Enrolment
#4 #10 #11	Investigate collaborative PhD with health related Schools/Faculties.	Preliminary discussions. Recommendations Fall 2007		None (for review)	Recommendation #8 (GS)	STUDENTS #3 – Program Innovation & Development
#1 #4 #9 #11	Establishment of the SHKR Allied Health Services.	Spring 2007		\$60,000.00 staff position required. \$100,000.00 required for equipment.	Recommendation #9 (GS)	STUDENTS #2 – Teaching & Learning Environment CONDITIONS FOR SUCCESS #28 – Working & Learning Environment
#2 #4 #13	Establishment of Athletic Therapy Program.	January 2006	Completed	*need for additional P/T athletic therapist \$30,000.00	None	CONDITIONS FOR SUCCESS #28 – Working & Learning Environment
#1 #7 #9 #13	Procedures for selection of Graduate Students for teaching, monitoring, and evaluation formalized and transparent.	May 2007		None	Recommendation #9 (GS)	STUDENTS #2 – Teaching & Learning Environment

ACTION PLAN

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#9	Reduce workload to a suggested five courses/units.	Discussion ongoing, based on curriculum review outcome, anticipate new faculty position. Recommendations Spring/Summer 2007.		\$65,000.00 new faculty position	Recommendation #1 (Workload)	STUDENTS #2 – Teaching & Learning Environment RESEARCH, CREATIVE ACTIVITY & SCHOLARSHIP #10 – Research Environment
#7 #9	Course equivalency reviewed and transparent.	Discussions have taken place, recommendations April 2007.		None	Recommendation #2 (Workload)	CONDITIONS FOR SUCCESS #24 – Administrative Practices
#7 #9 #13	Develop orientation program for graduate student instructors to enhance MUN Orientation, and include per-course instructors.	January 2006	Completed (continue to evolve).	None	Relates to Recommendation #9 (GS)	STUDENTS #2 – Teaching & Learning Environment

ACTION PLAN

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#1 #2 #9 #10 #11 #13	Construction of new building and include Director of SHKR in consultations.	Based on MUN Capital Campaign		Large investment; unable to estimate at this time.	Recommendation #1 & #2 (Facilities & Equipment)	CONDITIONS FOR SUCCESS #21 - Infrastructure
#7 #9 #13	Establish office space for new faculty member, per- course instructors, and PT coaches.	August 2007 if funds received.		\$60,000.00	Recommendation #4 (Facilities & Equipment)	CONDITIONS FOR SUCCESS #21 - Infrastructure
#1 #4 #7 #13	Review MURC scheduling policy/procedures (include The Works Manager of Fitness, SHKR Academic Program Officer, Athletic Director).	May 2007		None	Recommendation #5 (Facilities & Equipment)	STUDENTS #2 – Teaching & Learning Environment CONDITIONS FOR SUCCESS #21 - Infrastructure
#7 #13	Organize current working relationships and space between Director, Secretary to Director, Academic Program Officer, General Office Staff, to enhance communication.	January 2007	Completed		Recommendation #6 (Facilities & Equipment)	CONDITIONS FOR SUCCESS #24 – Administrative Practices

ACTION PLAN

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#13	Review/revise Senior Clerk position roles and responsibilities.	December 2006	Completed (continue to monitor)		None	CONDITIONS FOR SUCCESS #24 – Administrative Practices
#13	Provide support for Senior Clerk position through regularly scheduled meetings.	January 2006	Completed (continue to monitor)		None	CONDITIONS FOR SUCCESS #24 – Administrative Practices
#7 #13	Outline new Director and Coordinator of Athletics positions roles and responsibilities.	September 2006	Completed (continue to evolve)		None	CONDITIONS FOR SUCCESS #24 – Administrative Practices
#2	Update interior/exterior signs to reflect current name and programs.	December 2006. Exterior Spring/Summer 2007	Completed (interior)	None	Recommendation #7 (Facilities & Equipment)	CONDITIONS FOR SUCCESS #25 - Advancement