



School of Kinesiology and Health Science

Strategic Academic Plan 2016 to 2020 Synopsis

Submitted to
Faculty of Health
October 26th 2015

Changing Academic Landscape

External Environment

- Ontario Government – with focus on ‘PSE differentiation’; York University’s Strategic Mandate Agreement (SMA); proposed new funding formula (focused on outcomes/performance based);
- CCUPEKA - The Role of Kinesiologists and the Promotion of Physical Activity and Exercise in the Canadian Health Care System;
- College of Kinesiologist of Ontario – Initiation of Registered Kinesiologist (R. KIN);
- Industry recognized specialization certifications for front-line practitioners (eg CPT, CATA, CEP, CSCS, NFLA etc):

Changing Academic Landscape

York University

- University Academic Plan 2016-2021 – where priorities are aligned with Strategic Management Agreement (SMA); enhanced focus on teaching and learning; internationalization and the Strategic Research Plan (SRS);
- New budget model - ‘SHARP’ – where Faculty revenues are indexed to enrolments;
- Response to Academic/Administrative Program Review (AAPR) – program sustainability and program alignment/relevance;
- Response to the Senate’s Quality Assurance Cyclical Program Review – completed in Winter 2015;

Changing Academic Landscape

Faculty of Health

- Renewed Academic Planning (2015-16) and the implementation of new budget model (SHARP) in 2017-18;
- FoH and future approaches to allocation of resources
 - Priorities/Plans are aligned (focus = success = sustainability)
 - Strategic Transformations (SEM; EE Learning; eLearning: student experience)
 - Recruiting and Retaining ‘Stars’: (students scholarships; faculty awards; staff development)
 - Space (and Equipment): (renovations; new build; satellite sites – domestic and international)
 - Heritage Funds (plan for the future)

Vision	<i>'Keeping More People Healthier Longer'</i>				
Mission	<p><i>To provide an innovative and supportive environment for discovery, learning and impact about health and human science</i></p> <ul style="list-style-type: none"> • Our Research addresses health and human science at all levels – from molecular to global. It encompasses basic to applied and theory to practice including knowledge mobilization. Our research builds on both disciplinary depth and inter-disciplinary breadth. • Our Education includes a full spectrum of lifelong learning opportunities from undergraduate and graduate through to continuing professional development and community-based education. • Our Service activities engage and support the broader University, local, regional and national communities, and global partners and networks. 				
Values	Excellence & Integrity	Respect & Diversity	Innovation & Creativity	Collaboration & Responsive Partnership	Leadership & Action

Strategic Directions

A. Achieving a High Quality Student Experience	B. Generating Innovative Research that Makes a Difference	C. Connecting with Partners – Local to Global Networks	D. Supporting our Faculty & Staff in becoming global leaders	E. Building Key Support Resources
<p>A1. Achieve enrollment targets by strategic enrollment management (SEM)</p> <p>A2. Improve educational quality and delivery of teaching</p> <p>A3. Expand experiential education including ways for students to work in communities and experience future professions</p> <p>A4. Expand new modes of course delivery by eLearning</p> <p>A5. Enhance financial support for students, learning skills and career development</p> <p>A6. Provide 'Agents of Change' experiences for all Health students</p> <p>A7. Enable more student-faculty interaction: formal & informal</p> <p>A8. Enhance the student voice in the Faculty</p> <p>A9. Expand continuing education and professional development via HLLN</p>	<p>B1. Enhance research infrastructure and support within the Faculty</p> <p>B2. Build specialized research partnerships with local, provincial, national and global organizations</p> <p>B3. Enhance innovative inter-disciplinary and discipline-specific research that addresses priority local and global needs</p> <p>B4. develop new approaches to knowledge exchange, transfer, dissemination and mobilization</p> <p>B5. Identify emerging trends and research opportunities, and support responses to them</p> <p>B6. Expand the range of research funders and partnerships</p>	<p>C1. Develop new partnerships with a diverse array of communities and special populations</p> <p>C2. Expand collaboration of Health with other York Faculties and research Centers to support community and global projects and partnerships</p> <p>C3. Enhance external communications and marketing efforts</p> <p>C4. Develop international partnerships in strategic locations for our Global Health program</p> <p>C5. Extend partnerships across the public and private sectors</p> <p>C6. Develop and maintain connections with our alumni</p>	<p>D1. Provide ongoing professional development for all full and part-time faculty and staff</p> <p>D2. Create new means of enabling intellectual exchange among faculty members</p> <p>D3. Address concerns related to equitable workload within and across Units</p> <p>D4. Enhance teamwork among all levels of the Faculty</p> <p>D5. Expand mentorship programs for new faculty and staff</p> <p>D6. Implement a comprehensive strategy for faculty, student and staff mental and physical health</p>	<p>E1. Implement our comprehensive advancement strategy</p> <p>E2. Expand and improved space for research and teaching</p> <p>E3. Lay the groundwork for new buildings</p> <p>E4. Expand alternate revenue streams: eg. via HLLN</p> <p>E5. Access appropriate equipment and technology</p> <p>E6. Branding: broad-based recognition of the Faculty's distinctive education, research and community programs</p>

KHS Strategic Academic Plan: Areas of Emphasis

- a) Setting Directions – Moving Forward Together;
- b) Keeping Academic Priorities First – Innovative Research and Inspiring Students;
- c) Ensuring Open Administration and Effective Communication; and
- d) Strengthening Ties with the External Community – Local to Global Leadership.

Setting Directions – Moving Forward Together

- Working collectively to re-invigorate KHS's strategic enrolment management (SEM) plan and link it to a marketing and/or sales strategy in support of traditional domestic enrolments, and international enrolments through existing and new program offerings (majors; certificates). These may include: a) a major in Health Sciences; b) partnerships leading to a sport psychology major; c) expansion of athletic therapy, fitness assessment and exercise counselling; and d) growth in joint programs – global health, neuroscience, aging...
- Developing relevant KHS faculty and staff complement plans in support of retirements/resignations and new strategic hires aligned with KHS's future offerings and directions.

Setting Directions – Moving Forward Together

- Identify and implement our strategic facility/space and technology requirements to meet the research and curricular needs (quantity and quality of teaching spaces; research/laboratory spaces; collegial/community spaces) that best *promote learning, discovery and community outreach/engagement*.
- Providing a smooth transition to new Academic and Strategic Plans, and assure that our academic and operational/budgetary planning is sufficiently flexible to allow for the new directions to take hold (sustainability = matching net revenues and expenses).
- Work with the KHS Academic Council and Academic Executive Committees on achieving endorsement of our 2015-2019 Strategic Academic Plan by the Faculty of Health.

Putting Academic Priorities First – Innovative Research and Inspiring Students

Promote initiatives for undergraduate student success that aligns with the SEM targets and initiatives. The UG initiatives should enable our goals of: i) enhancing the grade point average of traditional first year students; ii) improving student engagement/retention initiatives in the KHS and Colleges; iii) expand the mode(s) of delivering our curriculum to foster learning; and iv) maintain quality of existing (BA, BSc, MA MSc, MFSc, PhD). Specific items include: a) evaluate/evolve strategies to improve retention/success of “at risk” students in our first year core courses; b) faculty support of Kinesiology and Health Science Student Organization (KAHSSO) in developing a peer mentoring program in collaboration with the Stong College; c) foster “hands on” experiential education through blended courses, online, and 4th year capstone courses with external community partners.

Putting Academic Priorities First – Innovative Research and Inspiring Students

- Promote initiatives for student success and achievements within the graduate program. These initiatives include; i) improving the graduate experience through enhancing time to completion, satisfaction and job-preparedness (e.g. participation in non-academic professional workshops, etc.); and ii) developing a multi-pronged plan to increase the proportion of graduate students, other trainees, and faculty holding Tri-Council, Industry, and Agency research funding.
- Maintain/Increase the recruitment (and retention) of qualified graduate students as called for in York University's SMA and FoH initiatives.

Putting Academic Priorities First – Innovative Research and Inspiring Students

- Review and create a UG and graduate student scholarship plan that addresses and integrates with our academic and program priorities and encourages fund development to support student-centric initiatives within the School and Colleges.
- Nurture the development of a KHS Research Plan focusing on maintaining and enhancing a culture of excellence in research/scholarly activity through the promotion of an integrated multi-disciplinary approach focused on themes/groups/centres/clusters.

Ensuring Open Administration and Effective Communications

- Continue our efforts to ensure a supportive and respectful working environment on campus, give leaders/managers the knowledge they need to enhance that environment, and promote diversity and respect for others as fundamental to the School's success. Items include: a) support a safe and respectful to workplace through e-resources; b) promote health and well-being and work life balance; and c) coaching and mentorship programs for new faculty and staff

Ensuring Open Administration and Effective Communications

- Work to maintain strong positive relations with faculty, staff and students, and with our collaborators and partners. Items include:
 - a) all KHS members participating on university-wide events/committees and professional development workshops;
 - b) provide staff with the opportunity to develop and refine their knowledge, skills and abilities through the Learning and Organizational Development Office;
 - c) continue building a strong positive culture focused on increasing engagement opportunities and
 - e) recognize and celebrate faculty, student and staff contributions and achievements

Ensuring Open Administration and Effective Communications

- Strengthen KHS's commitment to sustainability.
- Improve our communications with regard to KHS internal stakeholders, in particular the need for an open transparent system of planning, budgeting, decision making, accountability and open data. These include:
 - a) Enhance the School's website and social media platforms
 - b) Develop KHS YU Link Site intranet for School's Governance and Committees
 - c) Continue with regular academic planning workshops with the KHS community
 - d) Develop an annual report for KHS

Strengthening Ties with the External Community – Local to Global Leadership

- Work with Associate Dean – Community and International Programs to complete an integrated strategy for community and international engagement across our programs/certificates.
- Plan for and build our fundraising strategy. This involves support for the academic priorities by ensuring that our KHS academic community takes a leadership/collaborative role in raising necessary funds/resources.
- Work closely with public sector and private sector agencies to develop opportunities in the community for our faculty and students to engage in participatory learning, action research and/or program evaluations.
- Build on the success of York's current community engagement initiatives (York-TD Community Engagement Centre) to encourage our institutions to increase substantially the number of learners participating in shared-learning community programs.