



FACULTY OF PHYSICAL EDUCATION AND RECREATION
STRATEGIC PLAN 2016-2021



DEAN'S MESSAGE/ WELCOME

The Faculty of Physical Education and Recreation at the University of Alberta has been dedicated to improving the quality of life and the health of our communities through physical activity, sport and recreation for more than 50 years.

Building on our contributions and reputation, we have completed a five-year strategic plan that reflects the needs and opportunities identified by the talented staff and faculty members who encompass our Faculty. This plan emphasizes learning and discovery as essential in all Faculty centres and units; outstanding research achievements; working together to succeed through multi-disciplinary initiatives and stakeholder collaborations; a diverse and engaged student body on campus and from afar; and, innovative programs and learning opportunities across the lifespan.

This strategic plan is designed to position the Faculty as a recognized expert in physical activity, sport and recreation, and a respected partner in advancing health and wellbeing of individuals, communities and society as a whole. We will use this plan as the basis of ongoing work throughout the entire Faculty — Academics, Athletics and Campus & Community Recreation — to help us continue to contribute to the communities we serve.

DR. KERRY MUMMERY

Dean, Faculty of Physical Education and Recreation



Vision

Outstanding achievements in learning, discovery and citizenship that contribute to quality of life and the health of our communities through physical activity, sport, and recreation.

Mission

The Faculty of Physical Education and Recreation creates and shares the best understandings and applications of physical activity, sport, and recreation for the public good.

Values

Excellence

in teaching, research, and creative activity that enriches learning experiences and advances knowledge.

Discovery and Innovation

creativity and innovation from the genesis of ideas through to the dissemination of knowledge.

Citizenship

empower and enable each member to positively contribute to the greater good.

Diversity and Inclusion

across and among our staff, student, campuses and disciplines.

Life-long LEARNING

valuing learners at all stages of life and striving to provide an intellectually rewarding educational truth.

Collaboration and Collegiality

united in a common purpose and respecting each others abilities.

History and Tradition

celebrating the Faculty and University's history with pride - our people, achievements and contributions to society.



127
GRADUATE STUDENTS

970
UNDERGRADUATE STUDENTS

63
INTERNATIONAL STUDENTS

38
UNDERGRADUATE AWARDS
given out annually



3 Undergraduate Degrees,
3 Masters and 1 PhD



571 FACULTY AND
STAFF MEMBERS

17 Full Professors,
15 Associate Professors
& 7 Assistant Professors

\$250 MILLION
in physical assets



24 VARSITY ATHLETICS TEAMS | 22 CLUB SPORT TEAMS

Athletics has won
212 CANADA WEST CHAMPIONSHIPS
& 76 NATIONAL CHAMPIONSHIPS

Over 500
STUDENT-ATHLETES

BY THE #'S

12,208 intramural participants in
49 different sport and physical activities

OFFERED TO UNIVERSITY STUDENTS, STAFF,
ALUMNI AND COMMUNITY MEMBERS



2,500 total registrants
in Instructional Recreation Classes

\$2.6 MILLION
raised through CCR program registration
and membership fees annually



Over 800,000 sq ft
of facility floor space



37
SPORT AND PHYSICAL
ACTIVITY FACILITIES

4,500 CHILDREN
participate in Green & Gold
Sport System annually

\$4.1M
in research funding



19,000 visits
TO THE
Aquatics Centre

2 MILLION
COMMUNITY VISITS

to South Campus recreation
sport facilities annually

OVER 5,000
Faculty Alumni Members



760,000 visitors
TO THE HANSON FITNESS
AND LIFESTYLE CENTRE
ANNUALLY

A PRACTICAL VISION of What is in Place and Happening in Five Years

The Faculty is a recognized expert in physical activity, sport, and recreation, and a respected partner in advancing health and wellbeing of individuals, communities, and society.

Our work is supported by:

- A diverse and engaged student body studying on campus and from afar
- Innovative approaches, programs and learning opportunities
- Learning and discovery incorporated in Faculty centres and units
- Research reaches and influences broader audiences
- More defined pathways to careers, e.g., kinesiology, sport, and recreation
- Excellent physical facilities using best operating practices
- Structures and processes that facilitate both multi-disciplinary work and knowledge transfer across the Faculty
- Processes and approaches that facilitate a collaborative and collegial culture
- Collaborations with community, governments, business, academia, alumni
- Diverse revenue sources and a sustainable financial strategy
- Growing understanding of, and greater support for the Faculty's work in the communities we service





Build and support a diverse, multicultural community of exceptional undergraduate and graduate students from Alberta, Canada and around the globe.

BUILD

- 1. Recruit and enroll high quality graduate students.** By working together to execute the 2016-2021 Graduate Student Recruitment and Enrolment Plan, we will not only actively recruit high quality graduate students, but give our students the best chance of success by providing financial and logistical supports; continuing to shape and provide degree and certificate programs that respond to student career aspirations; and providing quality graduate education experiences including, expert supervision, dedicated study spaces, professional development and international opportunities.
- 2. Increase the number of Canadian out-of-province and international students as a proportion of the Faculty's student body.** Aligning with our graduate recruitment and enrolment plan and the University of Alberta's recruitment and enrolment plans, we will develop an overall recruitment strategy to attract more national and international students to our Faculty. By assessing Canadian and international markets and opportunities, we will identify the provinces and countries from which to recruit. Marketing and communications tools will also be developed to help support and promote the recruitment strategy by highlighting Faculty programs, facilities and services that positively impact student experience.

- 3. Better reflect, accommodate, encourage and support cultural and linguistic diversity across the Faculty.** Based on the findings and recommendations of the Faculty's Multicultural Strategies and Aboriginal Strategies Ad Hoc Committees we will identify and leverage programs, services, and learning and research opportunities to create an inviting and integrated environment that is inclusive of diversity.
- 4. Become the "gold standard" for Adapted Physical Activity across Alberta.** We are committed to establish recognized accessible/inclusive standards for fitness, recreation and sport facilities in Alberta.
- 5. Further develop our student support system and make navigation by students easy.** The academic and professional success of our students is very important to all of us in the Faculty. We aim to develop an early warning system to identify students struggling to achieve academically and personally and to institute support systems to navigate them through their struggles and any mental health challenges they may be facing. The Faculty is dedicated to engaging and supporting the Healthy University Strategic Plan through the development of targeted programs, activities and services to better support our student body.

Create diverse and rewarding learning opportunities that inspire students, nurture Faculty talents and expand knowledge and skills.

EXPERIENCE

- 1. Increase student access to a range of curricular experiential learning opportunities.** Hands-on training and experiential learning for our students is important to the Faculty. Over the next five years we aim to integrate experiential options for our students such as: creating learning opportunities within the community and industry settings; encouraging participation in international practicums, internships and mentorships; and promoting opportunities and activities to help develop leadership skills. By providing experiential learning throughout our degree programs, we are better equipping our students for success in their chosen careers and creating a positive impact in the communities we serve.
- 2. Continue to enhance a university and community sport and recreation environment that facilitates the academic, athletic and personal development of students.** Through programming led by Campus & Community Recreation and sporting experiences provided by our Golden Bears and Pandas varsity teams, our Faculty contributes to the overall health and wellness of students, faculty and staff at the University of Alberta. Delivering relevant, accessible and inclusive physical activity and recreation programs, student-led activities and clubs, and an exceptional fan and student experience at our varsity events, we will continue to build on the environment already established. Including our student body groups on the Faculty level, we will also support and promote student-led, extracurricular programs to enhance the sense of community for our students.

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EXCEL

Create and sustain a culture that fosters and champions distinction and distinctiveness in teaching, coaching, learning, research and citizenship.

- 1. Become the leading research-intensive faculty of its kind in Canada and one of the best in the world.** The Faculty has an unparalleled breadth of research. Creating and cultivating an environment where faculty and students can conduct research in collaborative and innovative settings, accessing the wide variety of world-class facilities, centres and programs within our Faculty will help us to gain notoriety nationally and internationally. Collaboration will be encouraged within the faculty, across the University of Alberta campus and with colleagues both in Canada and abroad. Further to fostering a strong research environment, we will also focus on translating and communicating our research results into practical applications in community settings to positively impact the public good.
- 2. Expand access to innovative life-long learning approaches.** Practical knowledge shouldn't stop once a student receives their undergraduate degree. We are dedicated to establishing a more defined career path in kinesiology, sport and recreation, and developing a series of post baccalaureate certificates which can culminate into Masters degrees. Furthermore, we will explore other life-long learning approaches like online and blended learning opportunities. These further-education opportunities will be hosted within our world-class facilities, centres and programs in an experiential learning environment.
- 3. Strive to maintain nationally competitive sports teams.** Having a strong varsity sport system enhances the reputations of both the Faculty and the University of Alberta. To achieve excellence in athletics we will recruit quality athletes and continue to build and diversify financial and community support for both the Golden Bears and Pandas teams and para-sport athletes.
- 4. Enrich faculty and staff professional development.** Investing in the education and career development of our faculty and staff is the key to our success. Creating professional development plans, supporting leadership and mentorship opportunities and engaging faculty and staff in professional opportunities that enhance our programs and facilities allows us to service our communities more effectively and enhances the reputation of both the Faculty and the University of Alberta.
- 5. Ensure sport and recreation facilities and programs are of superior quality and continue to meet the needs and goals of the University, the Faculty and its partners.** Spanning across two campuses and covering over 800,000 sq. feet of facility floor space, our Faculty is home to 37 world-class facilities used for teaching, research, sport and recreation. Creating plans to prolong the lifecycle of our facilities and ensuring they are kept up to the highest standards is a major focus of the Faculty. Through our facilities we will continue to build partnerships with the University and community agencies to help us better serve our communities.

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ENGAGE

Engage across the Faculty, University, province, country and globe to create reciprocal, mutually beneficial learning experiences, research projects, partnerships and collaborations to achieve Faculty goals.

- 1. Build the structures and systems needed to support interdisciplinary, cross-faculty and cross-unit engagement and collaboration.** We will use our Faculty facilities, centres and programs to engage students and the public in research and teaching initiatives and to translate research knowledge into practical application in University of Alberta and community settings.
- 2. Maintain and build partnerships locally, nationally and globally to expand research, learning and funding opportunities.** Whether it's engaging out-of-province and international high school students, building partnerships with universities internationally or seeking out collaborative research and funding opportunities within our own communities or across the globe, engaging in partnerships is a key initiative for the Faculty. By focusing on these key areas and seeking out and maintaining partnerships, we are strengthening the impact we have on the communities we serve.
- 3. Increase and deepen the understanding and active support of the Faculty.** Work being done within the Faculty has a positive and sometimes immediate impact on the health and wellness of the communities we serve. Engaging our alumni, students, staff and broader community allows us to continue to build campus and community spirit through sport and recreation programs and events. We can't do this alone. Support from students, alumni, funders and stakeholders makes much of the work we do possible. Through effective communication and sharing of Faculty news and success, we will be able to keep growing campus and community engagement.

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SUSTAIN

Increase capacity by attracting and effectively managing the resources we need to deliver excellence.

1. **Secure and steward relationships to sustain, enhance and facilitate the Faculty's mission and goals.** Funding and donor support goes a long way in helping us achieve our mission and goals — from attracting local, out-of-province and international students to supporting physical infrastructure maintenance and improvements of our facilities. Building and fostering these relationships will allow us to continue to provide high quality education, research centers and sport and recreation facilities.
2. **Integrate University of Alberta's sustainability plan into Faculty activities, projects and facility management.** We will assess Faculty and facility operations and identify opportunities to enhance our contribution to environmental sustainability with the end goal being to adapt sustainable methods to running the day-to-day operations of the Faculty and our facilities.

PLANNING PROCESS

The Planning Process was initiated in October 2014 and completed with Faculty Council approval of the Strategic Plan in June 2015.

REVIEW
of relevant Faculty plans, reports and background materials.



CREATION OF DISCUSSION DOCUMENT
based on initial reviews and input.



15 LEADER INTERVIEWS
conducted with Faculty leaders, graduate and undergraduate student organizations, the Faculty's Multicultural Strategies and Aboriginal Strategies Ad Hoc committees, and the 2014 President's Visiting Committee.



VISION AND DIRECTIONS WORKSHOP
designed to a practical vision and directions to guide the work of the Faculty to 2021.



EXPLORING WHO WE ARE WORKSHOP
designed to clarify and understand the current state of programs and progress across the Faculty.



Draft of strategic plan elements
based on input received and workshop outcomes presented to staff and faculty by Faculty leaders during a series of meetings to seek input and initiate discussion.

ITERATIVE DRAFTING OF THE FINAL STRATEGIC PLAN
by Faculty leaders, involving Faculty Management Group meetings and one-on-one discussions.



Presentation and final approval of STRATEGIC PLAN BY FACULTY COUNCIL.

RELEASE OF FINAL PUBLIC DOCUMENT





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