

KHS Strategic Objectives 2021 - 2025

The Faculty of KHS has updated its previous 2016 – 2021 strategic plan by highlighting new objectives in each of our four pillars that will guide our direction for the 2021 – 2026 time frame. These objectives are the responsibility of the leadership, all members, program teams, and support teams in the Faculty of Kinesiology & Health Studies.

Note: Specific objectives adopted by the Faculty in the short and medium term (1-3 years) are highlighted in *italics*. Role whose responsibility for seeing the objective pursued and achieved is noted in **bold**.

A. Student Success

1. Integrate research, non-academic programming, and academics to enhance opportunities for student experiential learning

- Action item: Encourage and support KHS undergraduate students to be involved in research
- Action item: Establish opportunities for KHS undergraduate and graduate students to gain experience through non-academic programming
 - *Hire a minimum of two BKin Summer Interns summers of 2021, 22, 23 and beyond - **Dean***
 - *Introduce a BSRS (SRM) Summer Intern role beginning 2022 and continuing in 23 - **Dean***
 - *Continue to provide 1 to 2 opportunities annually to Post Graduate Interns/ Graduate Student Assistantships/BKin Interns to deliver programming to our athletes and the community as part of the Athlete Health and Performance Initiative – **Dean, Director of SCEAD, Associate Dean - GSRSP***

2. Illustrate, promote, and enhance the breadth of career pathways for students

- Action item: Offer opportunities for students to obtain relevant certifications
- Action item: Invite / profile alumni to talk about their careers
 - *Profile an alumni member monthly (8 x per year) beginning in Sept 2022 – **Dean (with FAC & DO)***
 - *Create a monthly alumni presentation/talk about career path, etc. beginning January 2022 (6x per year – JFMSON) **Dean (with FAC & DO)***
- Action item: Establish a KHS-run career / volunteer fair
 - *Make a decision by April 2022 whether restarting a KHS specific career fair might be worth pursuing – determine whether this is would be a stand alone event or in connection with another event - **Director, Faculty Operations (with Experiential Learning Coordinator)***

3. Improve our service delivery for students

- Action item: Identify strategies for student retention
- Action item: Enhance our support for international students
- Action item: Encourage and create lifelong learners
 - *Develop plans for regular speaker series or professional development series that build on the expertise of our faculty and staff PD events – specifically an AHPi Coaching Conference (May 2023) and the Fall Sport Nutrition and Performance Conference/Workshop (September 2022) – **Assoc Dean – GSRSP, Director, SCEAD, & Event Strategic Portfolio Team***

4. Establish a welcoming and supportive environment for students

- Action item: Reinvigorate the undergraduate student society

- *Identify a faculty liaison at the November 2021 TRAP meeting – **Associate Dean - UG***
- Action item: Establish opportunities for students (undergraduate & graduate) to interact, especially outside the classroom

B. Quality programs, academics & research

1. Support the development of faculty and staff

- Action item: Establish a mentorship program for new faculty members.
 - *Begin and document a mentorship program when next term or tenure track faculty member is hired – **Associate Dean - GSRSP***
- Action item: Establish a mentorship program for sessional instructors and University Teaching Fellows

2. Promote EDI in the Faculty

- Action item: Conduct a survey of staff, faculty, and students regarding EDI of the Faculty
- Action item: Provide training to faculty, staff, and students on EDI issues and anti-EDI and behaviours (e.g., racism, homophobia, transphobia, ableism, sexism, ageism)
 - *Invite the two graduate students from Science who delivered a “EDI in the classroom” session this summer to deliver their presentation to TRAP in January of 2022 – **Associate Dean – GSRSP & Executive Assistant***
 - *Invite KHS faculty to present on their approach to “EDI in the classroom” for February 2022 to meeting of TRAP in February of 2022 – **Associate Dean – GSRSP***
- Action item: Establish a Faculty EDI Committee
 - *Create a Faculty wide EDI committee (develop terms of reference) that has representation from across the Faculty’s three programming areas/teams (including student and student athlete representation) by April 2022 – **Associate Dean – UG***
- Action item: Re-assess the representativeness of the Faculty’s name
- Action item: Display artifacts in our building that symbolize inclusiveness (e.g., Pride flag; land / treaty acknowledgement; disability, etc.)
- Action item: Have ceremonial tobacco readily available for student, instructor, and researcher use in KHS
 - *Consult with Indigenization Office and/or AVP Indigenization for advice and direction to determine selection, purchase, and storage of tobacco; promote the availability of funds through the Indigenous Initiatives special purpose fund among faculty and staff by end of 2021 – **Director, Faculty Operations***

3. Integrate experiential learning into more KHS courses

- Action item: Audit KHS undergraduate and graduate classes for experiential learning opportunities. Determine where we can establish new opportunities
- Action item: Highlight these opportunities in the Experiential Learning Newsletter
- Action item: Support faculty in developing course content that ties to community partners and experiential learning
 - *Look at shifting CCE revenues to support a .5 Experiential Learning Coordinator position for Fall of 2023 - **Dean***
 - *Beginning in the Fall of 2021, actively lobby Human Resources for changes to related collective agreements (through the collective bargaining process) that establishes student professional development employment categories with pay that is fair in relation to their established, career colleagues – **Dean, Director – Faculty Operations.***

C. Community Connections

1. Enhance alumni relations

- Action item: Develop a database of KHS alumni, including students, student-athletes, and former participants in other programming
 - *Working with UAC, incorporate information the Faculty has access regarding alumni into Riasers Edge and using the software to identify a list of Alumni to highlight in various communication items by September 2022 – **Dean, FAC, Executive Assistant***
- Action item: Regularly showcase alumni in communications (e.g., social media)
 - *Create a section in Dean's Update focused on Alumni News beginning Fall 2021 – **Dean***
 - *Biannually (October, May), add all recent graduates to email distribution list for Dean's Update – **Executive Assistant***
- Action item: Establish connections with alumni (e.g., newsletter)

2. Enhance alumni engagement

- Action item: Invite alumni to interact with students
- Action item: Provide updates to alumni highlighting accomplishments of KHS students
- Action item: Establish an advisory committee with alumni
 - *Create a Dean's alumni advisory committee/leadership advisory group that provides advice for the Dean regarding alumni and donor engagement for Fall 2022 – **Dean together with FAC and DO***

3. Enhance the marketing and promotion of our programs (academic and non-academic) in the community

- Action item: Target 'non-traditional' high schools (i.e., high schools outside our traditional catchment)
- Action item: Target mature students
 - *Strike a working group by Summer 2022 to develop a plan for the introduction of mid-career training/micro credentials/graduate degrees designed to assist practitioners with the transition to management/leadership roles – **Associate Dean – GSRSP, Director, Faculty Operations & Director, SCEAD***
- Action item: *Promote what we do in KHS*
 - *Use the wall(s) near the Equipment Room to highlight Faculty activity and services offered with the first display up by December 2021– **Dean, Executive Assistants***
 - *As part of the website rebranding, identify key roles within the faculty who will work with KHS Communications and Marketing to ensure website updates are made in a timely fashion. Roles identified by December of 2021 – **Dean, Manager of Communications and Marketing, Director, Faculty Operations***

4. Develop and promote community-relevant programming

- Action item: Include community-relevant research topics in the KHS Research Seminar
 - *Continue to promote KHS Seminars to relevant internal and external community stakeholders - **Associate Dean – GSRSP & Manager, Communications & Marketing***

D. Strong Operational Foundation

1. Enhance internal and external communication

- Action item: Update KHS website on a regular basis
- Action item: Ensure students are aware of volunteer experiences and experiential learning opportunities
- Action item: Diversify our communication strategies (e.g., website, social media, newsletters, infographics) beyond emails and meetings

- *Prepare a long-term plan for diversifying Faculty communications by September 2022 – **Associate Dean – GSRSP, Director, SCEAD, & Manager, Communications & Marketing***
- 2. Review operations for efficiencies
 - Action item: Regularly engage staff and faculty in discussion regarding operational efficiencies and suggestions for improvements to operations
- 3. Re-develop a sense of community (particularly after COVID-19 and working from home)
 - Action item: Establish social events to bring together faculty and staff
- 4. Evaluate and monitor the operations of our spaces and equipment
 - Action item: Explore options for coordinating and supervising Faculty lab spaces
 - *Offer a PhD student with requisite skills the position of Graduate Assistant Lab Coordinator beginning January 2022 – **Associate Dean – GSRSP & Director, Faculty Operations***
 - Action item: Conduct an audit of equipment; inventory of equipment
 - *PhD Graduate assistant to complete initial audit of lab/research equipment by end of December 2022 with annual update to follow – **Associate Dean – GSRSP.***
 - Action item: Establish a plan for updating equipment
- 5. Document progress with the strategic plan
 - Action item: Out of scope faculty and staff complete and submit yearly performance evaluations based on strategic plan objectives
 - Action item: Encourage in-scope faculty and staff to note, in their yearly performance reviews and goal setting, how their work relates to KHS strategic plan objectives
 - Action item: Disseminate a regular overview and assessment of the Faculty's achievement of strategic objectives
 - *Develop a report (sent from the Dean's Office) starting in May 2022 reporting on updates from the previous fiscal year related to the Strategic Objectives – **Dean, Executive Assistant.***
 - *Review and update the objectives each August and September with first update due September 30, 2022 – **Dean, Associate Dean – GSRSP***
- 6. Identify opportunities to expand or reduce academic and non-academic programming to grow University's revenues