

FOR INFORMATION AND FEEDBACK**PUBLIC****OPEN SESSION**

TO: Planning and Budget Committee

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DATE: December 3, 2019 for January 9, 2020

AGENDA ITEM: 4

ITEM IDENTIFICATION:

Faculty of Kinesiology and Physical Education's *Creating Capacity, Cultivating Change: 2018-2022 Academic Plan Extension*

JURISDICTIONAL INFORMATION:

Divisional academic plans are considered by the Committee and the Academic Board for information and feedback. Prior to approval by the Provost and presentation to the Committee, it is expected that the relevant divisional Council would endorse the academic plan in principle. (*Planning & Budget Committee, Terms of Reference, Section 4.1*)

GOVERNANCE PATH:

1. **Planning and Budget Committee [for information and feedback] January 9, 2020**
2. Academic Board [for information and feedback] January 30, 2020

PREVIOUS ACTION TAKEN:

The Academic Plan was endorsed in principle by the Faculty of Kinesiology's Faculty Council on December 6, 2019.

HIGHLIGHTS:

The Faculty of Kinesiology has developed an extension of their previous academic plan *Creating Capacity, Cultivating Change 2013-2018* to guide the Faculty's strategic and academic planning through to one year after the end of their current Dean's term.

The extension, *Creating Capacity, Cultivating Change: 2018-2022 Academic Plan Extension*, was shaped by ongoing reviews of the Faculty's programs, services and achievements since 2013 and developed in consultation with students, student-athletes, faculty, staff, alumni, donors, funders and partners within and outside the University.

The academic plan extension identifies four high-level strategic goals for 2018-2022:

1. Educate and graduate a diverse student body who become productive contributors and leaders in their fields
2. Strengthen recognition and productivity in research, scholarship, innovation and creative activity
3. Improve participation rates and performance outcomes across the continuum of co-curricular physical activity and sport programs
4. Build new capacity through investments in infrastructure, people and partnerships.

The plan summarizes highlights from 2013-2018, identifies detailed priorities for achieving each of the four strategic goals in the extension, and lists the indicators by which they will measure their progress.

The plan was considered by the Provost's Advisory Group on November 20, 2019.

FINANCIAL IMPLICATIONS:

The resource implications of the Divisional Academic Plan are as detailed in the plan.

RECOMMENDATION:

This item is *for information and feedback only*.

DOCUMENTATION PROVIDED:

- Faculty of Kinesiology and Physical Education's *Creating Capacity, Cultivating Change: 2018-2022 Academic Plan Extension*



CREATING CAPACITY, CULTIVATING CHANGE

Faculty of Kinesiology & Physical Education
2018-2022 Academic Plan Extension



UNIVERSITY OF
TORONTO





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A MESSAGE FROM THE DEAN





“We should look back and take pride in the many collective achievements anchored in our 2013-2018 academic plan. Now it is time to also express a commitment to ensuring the continuation of that trajectory, by asking: What are the remaining initiatives and challenges that will continue to advance our research, teaching and practice?”

When we came together in 2013 to map out our vision and goals to 2018, we asked ourselves a number of important questions:

What if we could better prepare our graduates to be leaders in their fields by integrating experiential education and research opportunities throughout our academic programs?

What if we could strengthen the national and international impact of our research and innovation, and draw the top minds in kinesiology to the University?

What if we could find ways to diminish barriers to participation in sport and recreation programs and to increase awareness among students of the benefits of these programs on mental and physical wellness?

And, what if we had the infrastructure to enable the world's foremost experts in kinesiology, sport and sport-related fields to collaborate on bold new questions and translate their research to address contemporary issues about physical activity, exercise, sport, wellness, performance and their interactions?

These aspirations, among others, have guided us as we have worked to put the goals of our academic plan into action. The resulting accomplishments and pace of change at the Faculty have been dramatic and definitely in the right direction.

We have reinforced our multidisciplinary approach to research and pedagogy, and continue to draw upon knowledge from physical and life sciences, social sciences and humanities.

We are integrating curricular and co-curricular programs to facilitate inquiry, knowledge translation, program development and the practical application of research.

We are recruiting top scholars in kinesiology and related fields to develop and test theories, collaborate on ideas, and translate new knowledge into public policy,

community and healthcare programming, and high-performance sport training and coaching.

Our in-field learning, research and international exchange programs offer our students unrivaled opportunities to apply theoretical knowledge and develop professional competencies working alongside mentors from healthcare, education and sport and physical activity organizations.

On the St. George campus, student participation in physical activity and sport is at an all-time high, with more than 35,000 students accessing our programs each year.

And, although available physical space limits our progress, since 2013, we have increased our research space and the capacity of physical spaces available for co-curricular and academic programs with the opening of the award-winning Goldring Centre for High Performance Sport, major renovations, and the renewal of the Back Campus fields.

We have also had a meaningful impact on the university's QS World Ranking as fifth in the world for a field that encompasses kinesiology, exercise or sports sciences, and sport studies; and a top 10 ranking for the last three years.

The pages ahead highlight these accomplishments, and more.

We realize however, that being part of the nation's top university means our work is never done. As we look back and celebrate the achievements of our 2013-2018 academic plan, we recognize there is unfinished business.

We must now ask ourselves: What are the remaining initiatives and challenges that will continue to advance our research, teaching and practice? Onwards and upwards!

Ira Jacobs, Dean
Faculty of Kinesiology & Physical Education

ACHIEVEMENTS TO-DATE

Highlights of progress made towards 2013-2018 strategic goals

ACADEMICS

1,045 undergraduate students (↑ 40%)

Fourfold increase in international student applications since 2013

39% increase in UG applications since 2012

Student experience is supported by partnerships with more than **100** community organizations.

183 graduate students (↑ 195%)

MSc enrolment is ↑ **285%**

PhD enrolment is ↑ **43%**

70 students enrolled in the professional masters program

86% of students employed within **2 years** of graduation



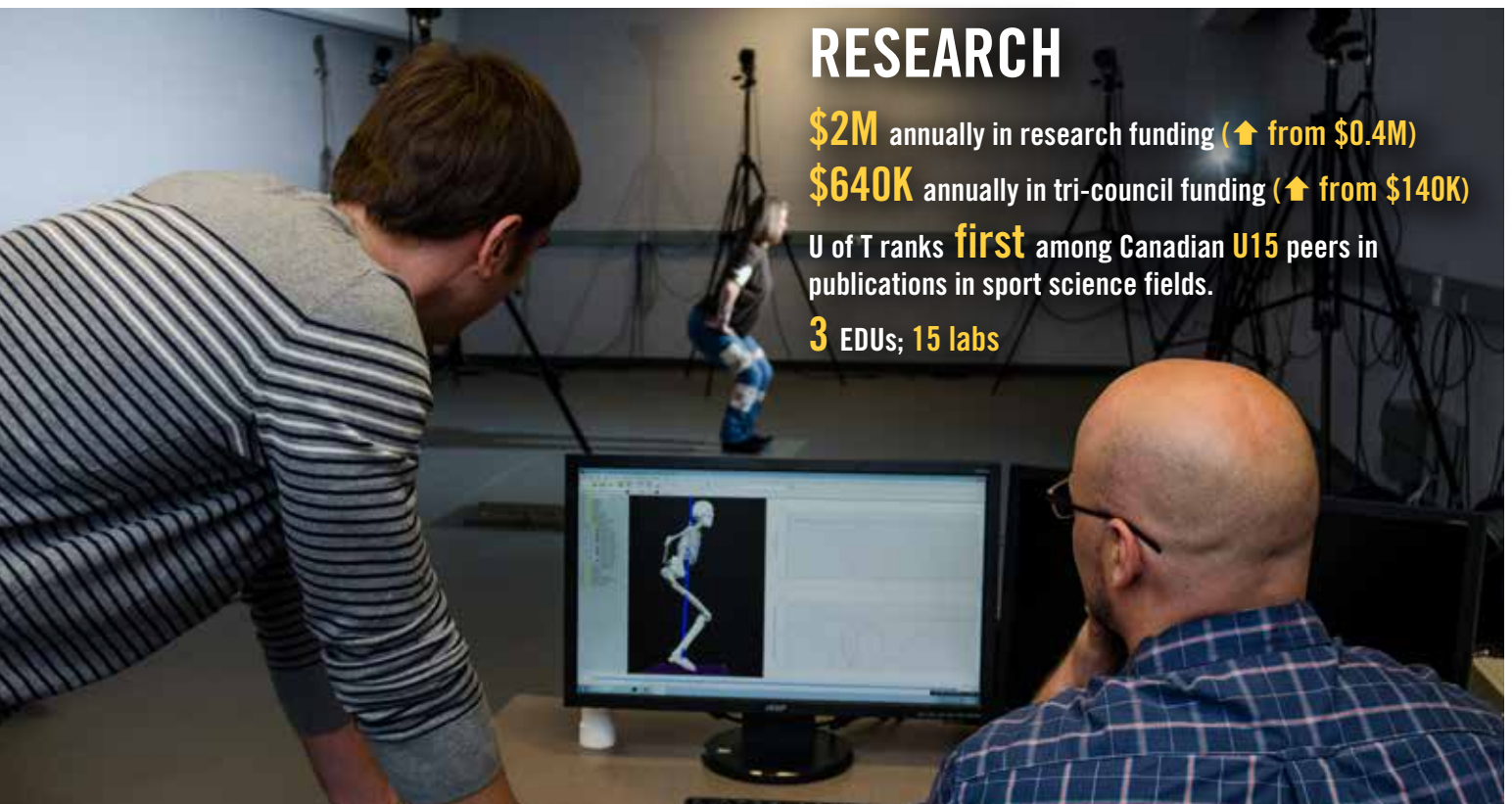
RESEARCH

\$2M annually in research funding (↑ from \$0.4M)

\$640K annually in tri-council funding (↑ from \$140K)

U of T ranks **first** among Canadian **U15** peers in publications in sport science fields.

3 EDUs; **15** labs



SPORT AND REC

35,500 student users (↑ 16%)

More than **440,000** student visits to sport and rec facilities annually

323 unique instructional programs offered

More than **12,500** participants in Intramurals (↑ 22%) and **844 teams**

42 intercollegiate teams comprised of **840** student-athletes

92% graduation rate among student-athletes

Sport medicine clinic provides more than **27,000** client services

993 Co-Curricular Record validations



INFRASTRUCTURE, PEOPLE AND PARTNERSHIPS

42 faculty members (↑ 17%)

200 appointed staff (↑ 27%)

More than **1,100** students hired into casual staff positions annually (↑ 35%)

157 student work study positions

\$56M raised by KPE advancement

\$2M in fundraising revenue for intercollegiate athletics (↑ 47%)

6 buildings and 31K square metres of space (↑ 26%)

SHAPING OUR FUTURE





The Faculty's 2013-18 academic plan was an important decision-making framework that served the Faculty well. For the last five years, the four strategic goals set out in the plan shaped priority setting, planning and the use of resources. The Plan included a clear expression of the Faculty's vision, mission and values that have guided our decision-making and approach to determining what was both possible and necessary.

The Faculty's strategic goals gained momentum from being well-aligned with the university's priorities to leverage U of T's urban location for the benefit of the university, as well as the city, to strengthen and deepen international partnerships, and to re-imagine and reinvent undergraduate education.

The Faculty's dual mandate remains a differentiating feature on campus and among peer institutions. It sets the Faculty apart in our approach to education and experiential-learning, research and innovation, and sport and recreation programming. The Faculty's comprehensive approach to the academic discipline of kinesiology is an "enabler" that positions faculty, students and graduates to have positive and lasting impacts on the discipline and on the wellness of communities at home and abroad.

Our students – those enrolled in the Faculty's academic programs, as well as the broader University student community – push the Faculty to look for new ways to affect the student experience. Students today are very different from students even a decade ago. They are so much more diverse in their experience, views, interests and goals. They propel the Faculty to question accepted norms, to be more innovative in our approaches to teaching, and to think differently about the delivery of inclusive and accessible curricular and co-curricular programs.

Looking ahead to 2022, the Faculty will continue to draw-upon the strengths of our integrated mandate. The Faculty's vision, mission, and strategic goals, articulated in 2013, remain relevant and will continue to be the guiding forces toward which the Faculty's time, energy and resources will be directed. Recommendations from the Faculty's Task Force on Race and Indigeneity will also be tremendously influential in informing the Faculty's priorities going forward.

This academic plan extension sets out priorities (some new, and some continuing) for each of the Faculty's strategic goals. Priorities have been shaped by key learnings from ongoing reviews of the Faculty's programs, services and achievements since 2013. Consultation with students, student-athletes, faculty, staff, alumni, donors, funders and partners within and outside the University has also become an inherent element of the Faculty's planning and operations. These stakeholders have also provided essential feedback and new ideas that have informed the Faculty's understanding of the changing landscape and its emerging priorities.

The following pages set out the Faculty's plans to maintain academic excellence, to generate and apply new knowledge, to graduate students who are informed and prepared to be leaders in their fields, support a positive student experience and the acquisition of skills for post-university success – all to ultimately foster individual and collective well-being and health.

CHARTING OUR COURSE TO 2022



“The Faculty’s vision, mission, and strategic goals, will continue to be the guiding forces.”

— Dean Ira Jacobs, Faculty of Kinesiology & Physical Education

MISSION

We develop, advance and disseminate knowledge about physical activity, health and their interactions through education, research, leadership and the provision of opportunity.

VISION

International recognition for our excellence in research, teaching and practice, and for inspiring our University community and nation to achieve higher levels of engagement in healthy physical activity and sports.

VALUES

While achieving this vision, our decisions and actions will be guided by and consistent with the values of integrity, respect, equity and diversity, leadership and excellence.



Strategic Goals

1. Educate and graduate a diverse student body who become productive contributors and leaders in their fields.
2. Strengthen recognition and productivity in research, scholarship, innovation and creative activity.
3. Improve participation rates and performance outcomes across the continuum of co-curricular physical activity and sport programs.
4. Build new capacity through investments in infrastructure, people and partnerships.

Strategic goal #1:

Educate and **graduate** a diverse student body who become productive **contributors and leaders** in their fields.

Recognizing the continual progression of our discipline, as well as evolving student and societal needs, we are continually advancing our educational offerings to foster student learning and growth in and beyond the classroom. Almost all Canadian universities offer kinesiology as a field of study. With so many choices available for students, we pride ourselves on our distinct strengths, including multidisciplinary teaching and learning that draws on perspectives from the social and biological sciences and the humanities. We continue to recruit top scholars and engage students to prepare them to be leaders and life-longer learners. The number of students applying to our programs has increased annually as have the academic achievements of those applicants.

Our prominence in the field of university kinesiology programs is being recognized. Since the creation of our previous academic plan, some world university ranking organizations have started including “kinesiology” among the ranked academic disciplines. U of T now ranks fifth in the world on the QS World University Rankings for kinesiology, exercise sciences, physical education and sport-related subjects, an achievement attributable, in part, to the increasing impact of our Faculty’s academic and research contributions. The subject category includes programs that are integral to our Faculty and demonstrates the growing global relevance of kinesiology and exercise sciences.



2013-2018 Highlights:

- Redesign of undergraduate curricula to deliberately integrate theory and practice for pedagogically sound courses in physical activity, outdoor projects, and experiential learning. Former non-credit practica are now embedded within credit bearing academic courses.
- Reorganized academic structure to include a vice dean of academic affairs (a first for the Faculty), associate dean of research, and academic program directors of undergraduate, graduate, and professional masters programs.
- Collaborated with the Ontario Institute for Studies in Education in the establishment of a new combined graduate degree program that includes a Master of Teaching degree. Graduates receive two University of Toronto degrees (BKin and MT) and are recommended to the Ontario College of Teachers for a teaching certificate.
- Established targeted student recruitment activities as a priority, with a dedicated office of student recruitment and a cohesive annual plan to guide recruitment activities. Since 2013, undergraduate student applications have increased 36%. “Choice 1” applications have gone up 33%.
- Launched one of the first professional masters degrees for those aspiring to work as professional kinesiologists. Graduates acquire research-informed and multidisciplinary expertise from a mix of classroom, case-based, laboratory and experiential education.
- Revision of MSc and PhD graduate curricula reducing course requirements and streamlining the comprehensive examination process to improve learning outcomes and emphasize research training.
- Launched initiatives to enhance both undergraduate and graduate student success including embedded learning strategists, career educators, accessibility advisors, health and wellness counsellors and an increase in graduate student base funding.
- New student services support positions have been embedded within our KPE registrar’s office.
- Re-imagined, re-structured, and expanded the supporting framework for in-field learning experiences for undergraduate students.

As we look ahead to 2022...

...We will set out clear plans to maintain academic excellence while thoughtfully evolving in response to changing trends and opportunities in higher education. We will facilitate student-centric partnership-based educational experiences that foster engaged learning, connection, and belonging. We will continue to leverage the comprehensive, multi-disciplinary approach to our discipline and the strengths of our curricular/co-curricular mission to recruit the best and brightest students and faculty. We will deliver relevant and dynamic programs that will set our students apart for post-university success. We will achieve these objectives through increasing focus on the following priorities.

Priorities 2018-2022:

Student recruitment, diversity and support

- Thoughtful and deliberate recruitment to attract and retain students from diverse and underrepresented communities. This focus will enrich the academic experience and help to shape an inclusive and global mindset among our students and graduates. A high-quality KPE student population is racially diverse, includes Indigenous students and demonstrates academic excellence.
- Establishment and advancement of peer mentorship initiatives, academic success services and needs-based funds to better support our international students and domestic students who may face financial and/or cultural barriers to academic engagement and success.
- Recruit top PhD candidates in support of the University's goals to strengthen its position as a global leader in research, innovation and the delivery of graduate studies.

The student experience

- Expand opportunities for students to obtain international experiences and perspectives to prepare them to be active citizens and leaders in a globalized world, including launching a Global Scholar Certificate.
- Evaluate and bring together 'out-of-classroom' learning opportunities within a structured and pedagogically sound Experiential Learning program that offers in-field learning, research and international learning abroad opportunities.

Technology and innovation

- Look beyond traditional classroom and laboratory approaches to not be constrained by the boundaries of physical space. Develop a model for pedagogically sound online and hybrid education, and adopt flexible teaching and learning modes to enable students increased flexibility in educational offerings.
- Explore the use of technology for course administration and curriculum management.
- Innovate and expand educational programming including advancements in graduate and continuing education, with a focus on developing and advancing technologically-supported and globally-engaged programs.

Our academic 'brand'

- Develop a framework to communicate the Faculty's philosophy and approach to education in the fields of kinesiology and exercise sciences, including differentiation from peer institutions/programs, to inspire collaboration towards common goals and to guide planning, recruitment, promotional and communication initiatives.



Strategic goal #2:

Strengthen recognition and productivity in **research**, scholarship, innovation and creative activity.

In 2013, we embarked on a journey to create capacity and cultivate change, and launched a new era in research. The transformation has been remarkable. We expanded our professoriate and, in doing so, recruited the best and brightest in kinesiology and related fields. We made significant investments in our research infrastructure and put in place administrative supports to enable our faculty to be more productive. And, we dedicated resources to improve the reach and impact of knowledge translation and dissemination. In 2019, the faculty collectively published 167 peer-reviewed articles, 7 books and 15 book chapters. KPE faculty members secured 39 research grants and contracts, garnering more than \$2 million. These are exceptional metrics for a faculty of our size.

The Faculty is an internationally-recognized leader in kinesiology, exercise, sport, and physical activity. We are gaining attention for conducting instrumental research into the interactions among these fields and the health and wellness not only of individuals but of society. Below we share additional achievements attributable to progress made against the research and innovation priorities set out in our academic plan.

2013-2018 Highlights:

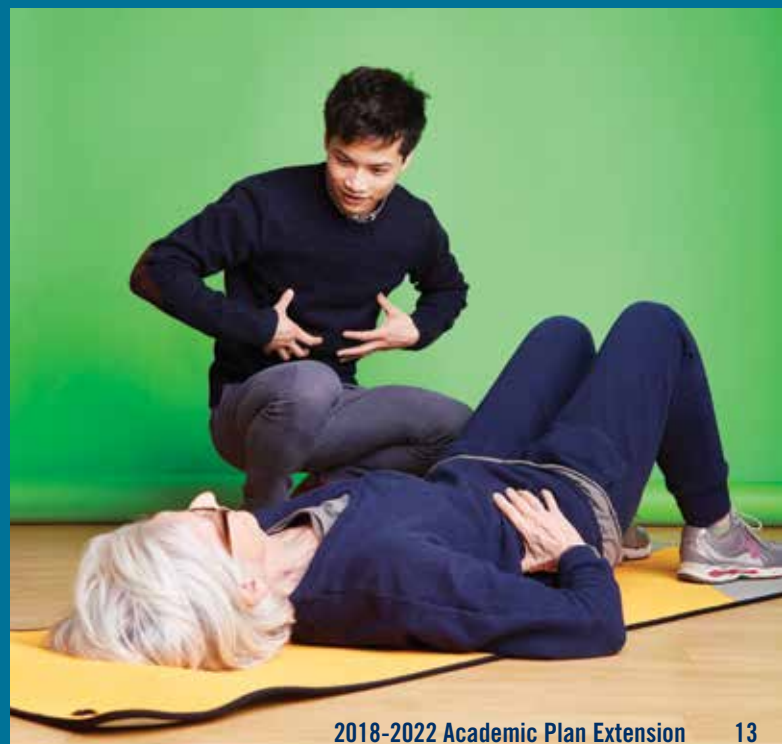
- Reorganized our leadership structure to include an associate dean of research to provide dedicated leadership and support to grow the Faculty's research capacity and presence.
- Established a research services office and implemented much-needed administrative systems to improve the efficiency of research processes and enable faculty to be more productive in their pursuit of new knowledge.
- Identified media relations as a priority, and established a public relations officer position responsible for securing news coverage and raising awareness for the Faculty's research. Print, online, radio, and television reports of our research and innovation have grown 350%.
- Established a public research symposium and created an annual research report to showcase the Faculty's research accomplishments within and outside of U of T. To-date more than 6,500 new and returning guests have attended the Faculty's 12 public symposia.
- Recruited 15 top scholars to our professoriate and, in doing so, broadened our interdisciplinary focus. Post-doctoral fellowship positions have grown to 15 (from zero), underscoring increased external recognition for the high calibre and broad impact of research conducted at the Faculty.
- Professor Catherine Sabiston was awarded the Faculty's first Canada Research Chair in Physical Activity and Mental Health and was renewed for an additional 5 years in 2019.
- Launched the Mental Health and Physical Activity Research Centre (MPARC) – one of the first research centres of its kind in Canada and internationally.
- Articulated research 'clusters' to define how the Faculty's research aligns with and extends beyond the priorities set out in the University's Strategic Research Plan, to identify converging research directions and opportunities for collaboration among faculty.
- Strengthened research collaborations with other U of T Faculties and Departments, and leveraged our integrated mandate facilitating the use of our sport and recreation programs as an important research platform.
- Launched the MoveU.HappyU program, a six-week supervised exercise program for students seeking relief from high levels of stress, negative moods and worry. MoveU.HappyU is a research and knowledge translation initiative formed in partnership with the university's Health and Wellness Centre and the Faculty's co-curricular programs.
- Established the Dean's Research Grant program to fund pilot studies to enable faculty to conduct preliminary research and obtain initial findings for use in larger research grant applications. This program has proven to be effective at helping faculty to obtain external research funding.
- Secured research partnerships with sport-related organizations and community programs including the Canadian Sport Institute Ontario, Toronto District School Board, the City of Mississauga and a number of Toronto teaching hospitals.
- Secured research contracts with government and industry. These contracts highlight the growing recognition of the innovative and impactful research conducted at the Faculty.

As we look ahead to 2022...

...The Faculty will continue efforts to raise the international profile of not only the Faculty, but also the field of kinesiology. We will maintain our focus on enhancing research output visibility, accessibility, and impact, increasing grant funding, recruiting top scholars, and nurturing partnerships with academic and co-curricular programs, community organizations, government and industry.

Priorities 2018-2022:

- Broaden communications and promotional tools used to highlight research accomplishments within and outside of U of T.
- Provide tools to support tri-council grant applications and award submissions, enabling our faculty to focus on research productivity.
- Finalize the Faculty's fourth extra-departmental unit (EDU) and identifying one to two new EDUs to pursue.
- Explore the use of shared and/or virtual laboratory spaces to bring together researchers with multidisciplinary expertise to share ideas and innovations and to collaborate on projects.
- Leverage the Faculty's integrated mission to increase joint curricular/co-curricular research and collaborations.
- Increase external partnerships for research and knowledge translation.



Strategic goal #3:

Improve participation rates and performance outcomes across the continuum of co-curricular physical activity and sports programs.

The Faculty has focused resources, creative and constructive energy, and efforts into leveraging our integrated mandate for the purposes of delivering research-informed, comprehensive, inclusive and accessible sport and recreation programming. Student participation in physical activity and sport is at an all-time high on the St. George campus. Last year, more than 35,000 individual students made almost 450,000 visits to our sport and recreation facilities.

Our investment of resources and the focus of our programming recognizes students as our most important stakeholders. From beginner classes to training for high performance student athletes, we have worked diligently to improve the quality and relevance of programs we offer to ensure all students feel welcome and have a positive experience. We continue to work to foster identification with the University of Toronto community, and encourage a healthy, active campus. We take pride in being the largest employer of students on campus. Our student employees have been key to developing and promoting peer-focused activities, creating health promotion materials and collecting data integral to the evaluation of programs and events. These and other achievements are highlighted below.



2013-2018 Highlights:

- Reorganized our senior leadership structure: the new position of executive director of co-curricular athletics and physical activity programs has oversight of all co-curricular programs and reports to the dean as a member of the KPE executive team; an assistant director, physical activity, equity and client services oversees physical activity, equity and diversity, client services, intramurals and student outreach.
- Expanded student involvement in governance, program development, operations, evaluation and process improvement. Students from all three student unions and all three campuses are actively engaged in the key governance activities as members of the U of T Council on Athletics & Recreation.
- Formalized training and orientation programs for student employees and expanded leadership programs to include a focus on helping students prepare for post-university success.
- In partnership with UTM and UTSC, expanded the MoveU program, an award-winning initiative designed to help encourage students, particularly underserved groups, to get and stay active. MoveU uses peer-to-peer engagement to realize its goals.
- Expanded the role of the Diversity & Equity team, comprised of undergraduate and graduate students from across campus, to plan, motivate and implement initiatives that promote diversity, equity, inclusivity and physical/mental health. New initiatives include the Athlete Ally program, drop-in trans-positive swimming, pride and trans flag raising ceremony at Varsity Centre, and the Equity Ideas Fund.
- Extended facility hours so that the Faculty's buildings are open earlier and close later.
- Increased the number of accessible, expert-led drop-in programs available to students at no extra cost.
- Reduced prices for novice-level registered programs (e.g. swimming instruction).
- Grew intramural participation from 10,000 to 12,500 participants and added 200 additional teams.
- Completed a comprehensive review of the university's sport model and implemented the recommendations. The intercollegiate program remains the largest in the country engaging more than 800 student athletes. Last year it secured 12 championships – the largest number for a Canadian university that year.
- Completed formal reviews of the following programs, each of which has resulted in many constructive recommendations that are being implemented: sport model; intramural; children and youth; strength and conditioning.

As we look ahead to 2022...

...We will continue efforts to make sport and recreation programs relevant across campus and among all students, whether they are looking for recreational opportunities or high performance. We will increase participation in sport, recreation and physical activity as a strategy to support academic success, well-being, and to enable students to build a sense of community and acquire skills for post-university success. We will remain committed to evidence-based and student-centred decision-making, the sustainable use of our resources and program and service excellence. We will work to ensure that our values of equity, inclusiveness, accessibility and diversity inform all programs, services, facility operations, policies and resources. We will maintain focus on the implementation sport and recreation-related recommendations from the Task Force on Race and Indigeneity. And, we will maintain and create new partnerships on all three campuses and with external organizations toward the achievement of our goals:

Priorities 2018-2022:

Achieve greater participation in broad-based physical activity programming

- Increase awareness of the programs and facilities available for varied physical activity and sport interests.
- Identify and diminish barriers to participation; deliver programming that is sensitive and attuned to the demographics and diversity of the university community.
- Establish engaging and sustainable co-curricular opportunities, connected to learning outcomes.
- Track awareness, participation, user experience and uptake of learning outcomes.

Review programs and services to meet commitments to excellence, equity and student engagement

- Complete an internal review of the intercollegiate sport model and implement recommendations.
- Implement recommendations from the Strength and Conditioning and Sport Medicine Clinic reviews.
- Update recommendations from the Membership Services review; streamline customer-service processes to improve access to participation in sport and recreation programs.

Modify and/or expand the organizational framework and infrastructure in support of strategic priorities

- Expand and diversify revenue streams through a revitalized business development plan.
- Enhance implementation and communication of the Faculty's risk management processes.
- Apply a continuous improvement approach to foster service excellence within sport and recreation programs, customer and membership services, and the sport medicine clinic.
- Review and optimize internal processes to enhance service delivery, efficiency, and employee satisfaction.

Expand student leadership opportunities with a focus on skills for post-university success

- Expand opportunities for employment, volunteer roles and participation on governance committees.
- Enhance training, orientation and identified learning outcomes.
- Explore the creation of a certification program for student-staff with competencies tied to experiential learning (and year of study).
- Use progressive learning outcomes and performance feedback to support employee development.

Optimize and build lasting relationships with U of T and external partners

- Maintain or establish partnerships that create capacity to enhance intercollegiate sport-performance service delivery, generate revenue, enhance recruitment, expand research opportunities and overall, position U of T as 'the' place to combine excellence in academics with excellence in high performance training.
- Collaborate with internal and external partners to create and sustain experiential learning opportunities for students, enhance the student experience and contribute to organizational success.
- Facilitate initiatives that leverage co-curricular programs as a research platform for the generation of new knowledge and/or to test and evaluate the application of that knowledge.



Strategic goal #4:

Build new capacity through investments in infrastructure, people and partnerships.

In 2013, the Faculty recognized the need to augment our capacity in key areas in order to move towards realization of our vision. This recognition was expressed in the academic plan as requiring significant investments of resources in people, infrastructure and partnerships to support transformational objectives in the Plan. The impact of these efforts are significant and discernable in all aspects of the Faculty's operations. Tens of millions of dollars were invested into improvements to our physical infrastructure. We refurbished previously unusable spaces to use as offices, classrooms, laboratories, recreation facilities and gathering places. We also built a state-of-the-art, award-winning new building, the Goldring Centre for High Performance Sport, designed to house teaching, research, sport and physical activity opportunities. We also completed the renewal of major sports fields and playing areas, and put in place new technology and equipment for programming in these areas.

Our people are our most important asset and we have invested considerably in recruitment, engagement and retention of faculty and staff. Extensive work has also been undertaken to ensure that our organizational structure and administrative systems, policies and procedures foster excellence in customer-service and program and service delivery. Partnerships with stakeholders both on and off campus, within the GTA and across the country, have been instrumental in helping the Faculty achieve progress against our strategic goals. They have resulted in experiential learning opportunities, expanded research and innovation, as well as funding and sponsorship of programs, facilities and events.

2013-2018 Highlights:

- Established a Human Resources department within the Faculty to strengthen recruitment, training, career development, retention, labour relations and staff and faculty engagement, and to grow the Faculty's culture of excellence for program and service delivery.
- Organized a Task Force on Race and Indigeneity to examine multiple aspects of institutional, work, academic and co-curricular environments at the Faculty, as well as systemic barriers to access in admissions, curriculum, retention, employment and participation in our programs. The final report included substantive recommendations and a framework for implementation.
- Celebrated the conclusion of a \$58M capital fundraising campaign, which supported the building of the \$70M Goldring Centre for High Performance Sport.
- Built several new research labs to house the research of a growing professoriate and their research trainees.
- Created an active learning classroom and clinical teaching space for the Faculty's first professional master's program, the Master of Professional Kinesiology degree.
- Accumulated \$10M in academic and athletic scholarships and \$7.8M in athletic program support for the intercollegiate program through fundraising.
- Invested in a number of core information technology systems to improve monitoring, decision-making, efficiency and productivity of teaching, research, fundraising and co-curricular sport and recreation operations. In doing so, we also created capacity for managers, staff and faculty to focus on excellence in service delivery and program growth.
- Secured multi-year, integrated philanthropic, marketing and business development partnerships that deliver mutual value and provide an important source of revenue for the Faculty.
- Expanded and improved physical infrastructure through construction of new facilities and the refurbishment of underutilized spaces and enhanced the Faculty's presence on campus. Major initiatives included opening of the Goldring Centre for High Performance Sport, revitalization of the Back Campus fields, large-scale renovations to outdated and unused spaces within the Benson and Warren Stevens buildings, refurbishment of gymnasium, playing fields, and tracks.



As we look ahead to 2022...

...Continued investment in infrastructure, people and partnerships will be important for ensuring that the Faculty is able to continue to foster a culture of excellence and innovation and to move forward with academic, research and co-curricular sport and recreation goals. Mapping out curricular and co-curricular infrastructure needs for the next five to 20 years is a top priority. Long-term sponsorship arrangements will continue to be an increasingly important source of revenue for the Faculty. We will shift focus from a capital fundraising campaign to focus on academic priorities and intercollegiate program needs. We will also need to ensure that we continue to put in place human resource supports, information technology resources and financial systems that are robust, reliable and agile enough to position the Faculty to continually respond to the evolving and diverse interests, needs and expectations of students, faculty and staff – present and future.

Priorities 2018-2022:

Invest in infrastructure and facilities:

- Complete a Space Review and Planning initiative, with efforts informed by this academic plan extension and the Council on Athletics and Recreation's review of the university's future co-curricular needs.
- Secure and finance two floors in the university's proposed new academic tower and complete planning for their use.
- Support research goals through the provision of more efficient and innovative spaces and tools for shared resources.
- Adopt flexible use of spaces and increased telecommuting for faculty and staff.
- Improve student spaces for study, congregating and collaborating.


Cultivate a culture of excellence and innovation:

- Enhance administrative services and technical tools to enable new approaches to teaching and research.
- Establish an administrative office to oversee facility management and development, capital projects and other facility related business (e.g. rentals and large events).
- Facilitate the delivery of student services and support programs.
- Attract the best and the brightest to work at the Faculty and support opportunities to improve the diversity of our staff and faculty compliment.
- Augment the focus of advancement activities to philanthropic vehicles that provide flexibility for the use of the resources to augment our capacities.

Invest in internal (U of T) partnerships:

- Budget model refinements.
- Capital project management and budget planning.
- Increasing physical space for teaching and research.
- Development of new programs.
- i-HR innovations, including training modules, compensation planning and self-serve tools.
- Information security, risk assessment and management.
- Technologies for teaching and telecommuting.
- Institutional agreements in experiential education, including international opportunities.
- Major fundraising, advancement and sponsorship initiatives.





MEASURING OUR SUCCESS

STRATEGIC GOAL #1

Educate and graduate a student body who become productive contributors and leaders in their fields.

- Acceptance rates from student applicants increase
- Student retention and graduation rates increase
- NSSE scores improve
- Post-graduation status of our students indicates engagement in related fields
- Diversity indicators reflect society around us
- Student survey data reflect improved satisfaction with courses
- International student numbers increase
- Kinesiology of Ontario Regulatory College data indicate students are well-prepared
- Experiential education opportunities increase and are well-received

STRATEGIC GOAL #2

Strengthen capacity, productivity and recognition in research, scholarship and creative activity.

- Traditional research metrics improve
- Endowed research chair(s) are established
- CFI funding awarded to faculty continues to increase
- Research esteem indicators rise
- Membership on granting councils grows
- Leadership in scholarly organizations increases
- Requests for access to our expertise and invitations to collaborate in research increase
- Impact of research by individual faculty members is demonstrated
- Communications media hits rise
- Numbers of PhD and post doc fellowships and applicants increase
- Visiting scholars increase
- Indicators of undergraduate student engagement in research improve
- Physical infrastructure area available for research grows
- Intellectual property increases

STRATEGIC GOAL #3

Improved participation rates and performance outcomes across the continuum of co-curricular physical activity and sports programs.

- Faculty programs are validated in the new U of T Co-curricular Record
- Participation rates rise
- Spectator attendance grows
- Learning outcomes for co-curricular programs continue to be identified and validated
- The importance of co-curricular sports and physical activity programs for university pride, identification and morale is more broadly recognized at the University
- Records in high performance sports improve
- Success rates in recruiting student-athletes improve
- Uptake by other divisions of physical activity program initiatives increases
- Indicators of personal development through sport improve
- Student-athlete evaluations of their experience improve
- Diversity of program offerings better align with the diversity of our population
- Engagement of faculty members and graduate students grows
- Research and science contributions by faculty members – and uptake and engagement of coaches/athletes in research – grow
- Indicators of quality of care in sport medicine support improve
- Awards and indicators of recognition increase

STRATEGIC GOAL #4

Build capacity through investments in infrastructure, people and partnerships.

- NASMs available to faculty increase
- Advancement achievements augment capacity
- Faculty and staff complement optimized
- New partnerships inside and outside of U of T create more leverage
- Co-location with other organizations' facilities and personnel is realized





“We realize that being part of the nation’s top university means our work is never done. We must now ask ourselves: What are the remaining initiatives and challenges that will continue to advance our research, teaching and practice? Onwards and upwards!”

– Dean Ira Jacobs





