



## FACULTY OF KINESIOLOGY UNIT REVIEW

### Summary Report

The Site Visit of the Unit Review Team for the Faculty of Kinesiology took place from March 26-28, 2017. The Unit Review Team consisted of:

Jerome Dempsey, University of Wisconsin  
Janice Causgrove Dunn, University of Alberta  
Robert Boushel, University of British Columbia  
Shelly Russell-Mayhew, University of Calgary, Werklund School of Education

Following the Site Visit, the Unit Review Team prepared a written report containing comments and recommendations. The Faculty of Kinesiology subsequently provided responses to the recommendations. General comments and the recommendations and responses follow.

#### General Comments of the Unit Review Team

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The Faculty of Kinesiology at the University of Calgary enjoys a well-earned reputation for strong academic programs, passionate and engaged teaching faculty, internationally recognized research, and outstanding co-curricular athletics and active living programs. Under the leadership of its current Dean, Dr. Penny Werthner, the Faculty has undergone significant transition resulting in increased clarity and refocusing of the Faculty's mandate and strategic direction, with careful alignment to the University of Calgary *Eyes High*.

The *Faculty of Kinesiology Strategic Plan 2014-2018* identifies three key strategies, with the first as "delivering evidence-based quality educational programs emphasizing human movement and experiential learning." Though we did not examine the curricula in detail, we were provided with the report from the Canadian Council for University Physical Education and Kinesiology Administrators (CCUPEKA) review team that recently evaluated and accredited the recently revised undergraduate degree curricula (BKin and BScKin). The report underscores the strengths of the degree programs in providing breadth and depth in the study of human movement, and highlights that "the academic programs provide students with extensive opportunities for experiential learning and engagement with the community, as well as enhanced undergraduate research opportunities" (*CCUPEKA Accreditation Review*, p.1). To the second strategy, to "enhance research strengths", the Faculty of Kinesiology approved a new *Research Strategic Plan* in 2016, outlining four interdisciplinary research themes that hold tremendous potential for facilitating collaborative research to allow the Faculty to achieve national and international recognition and reputation. The Plan not only links to physiology and biomechanics, providing opportunities to renew or rebuild these areas, but also broadens the focus to encompass psychosocial and preventative aspects of the field. Importantly, all faculty members who we met with reported that they could see a place for their research within one or more of the thematic areas. This broader view allows both basic and applied research opportunities across strategic research theme areas and supports movement in the direction of the vision "to be an international leader in the study and advancement of human movement, sport, health, and wellness" (*Faculty of Kinesiology Research Strategic Plan*, pg. 1). The

third and final strategy “to strengthen and expand collaborative relationships within the Faculty and with the external community” is clearly occurring and there is great potential for more. Undergraduate students, graduate students, administrative, support, and technical staff that we met with commented consistently on the positive work environment. They conveyed that they are encouraged to be physically active, and to model and mentor engagement in activity for others (e.g., in senior courses students prepare active living programs for community clients); they believe with great pride that they are campus leaders in modeling a healthy work/life balance.

It was clear from both the self-study materials provided and perspectives volunteered at meetings with constituent groups that there is a great deal to be proud of in the Faculty of Kinesiology. Moreover, there is a general feeling of optimism and excitement about where the Faculty is headed. We agree; with appropriate investment of resources and careful attention to the implementation of the *Faculty Strategic Plan 2014-2018* and *Research Strategic Plan*, we believe that the Faculty will realize transformational change and exponential growth.

#### Reviewer Recommendations and Unit Response Follow-up

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#### **Recommendation 1: Develop a new model of faculty integration and a strategy for its implementation.**

##### **Faculty Response:**

One of the issues identified by this recommendation was in relationship to increasing collaboration and integration of research and teaching across both the academic unit and the ‘business units’ (Olympic Oval, Active Living, Dinos Athletics, and Sport Medicine Centre (SMC)).

Currently, the Directors are an integral part of the yearly faculty retreat and the Dean holds Associate Deans and Directors meetings twice per semester to build collaborative work.

##### Action steps:

- At the next Associate Deans and Directors meeting, in early October 2017, dialogue will continue regarding (i) updates on current collaborative work and (ii) possible new research collaborations. As well, the term ‘business unit’ will be discussed (as the reviewers highlighted the feeling of it being “tacked on”)
- Communication is key and going forward information from each of the Associate Deans and Directors meetings will be distributed to all staff
- Student-related experiential learning opportunities across units will be explored
- As suggested, a working committee will be created consisting of academics and directors to facilitate both research and teaching possibilities (coaches as teachers, as guest lecturers etc.). Postdoctoral scholars could play a key role.

#### **Recommendation 2: Investigate the effectiveness of the strategic creation of a new position for the purpose of streamlining the reporting of the ‘business units’ to the Dean and enhancing integration among the academic and business units.**

**Faculty Response:**

The review noted that the Dean has numerous direct reports - three Associate Deans, Directors of seven 'business units', and partners in IT, HR and Finance. As noted, an executive director position was created to manage the seven business units. It proved ineffective and was, as a result, short lived. The recommendation to create the appointment of a new Associate Dean position (Integration and Community Engagement) will not be acted on immediately, but will be considered again when there is consistency in the Director positions (a new Dinos Athletic Director has been hired and will be in place, January 2018. Interviews for a new Director of Operations, Sport Medicine Centre, will take place in December, 2017).

Action step:

- Will continue to discuss further with faculty senior leadership (three Associate Deans)

**Recommendation 3: Develop an implementation strategy for faculty wide cooperation in interdisciplinary research, and a related strategy for mentoring, teaching and cultural activities which emphasizes inclusivity among all faculty.****Faculty Response:**

The review recognized that the culture with the faculty has improved over the last five years but noted that work still was needed. As noted, the Faculty's Strategic Research Plan with four research themes (*Musculoskeletal Health and Movement Science, Injury Prevention, Sport Medicine and Rehabilitation, Exercise Physiology and Nutrition in Health and Sport, and Psychosocial Aspects of Health and Sport*) ensures that each academic faculty member has alignment with at least one primary research theme.

Action steps:

- While the four research themes have a designated leader and several of the theme groups have begun to meet with the purpose to (i) discuss teaching philosophy (ii) ensure that appropriate material is covered at both the undergraduate and graduate level courses, and (iii) reflect on ways to discuss research and increase interdisciplinarity across the four themes, it appears terms of reference, clarity of purpose, and a schedule need to be implemented.
- Seminars by each of the four research themes will be advertised and open to all faculty and, when appropriate, advertised to the campus community
- Within the graduate curriculum review process (see recommendation 5), a common seminar for all graduate students will be considered (as per recommendation). However, the faculty currently runs postdoctoral seminars, a Dean's lecture series, and the four research theme seminars.
- Funds will continue to be provided to the Graduate Students Association to ensure several social and learning seminar opportunities that will bring all graduate students together
- Mentorship - to date, an informal mentorship process has been in place in the faculty. A formal mentorship program will be created in the coming year given the number of new, young academic hires.

**Recommendation 4: Expand undergraduate student enrolment by 100-200 students pending the provision of identified resources needed to support the additional students.**

**Faculty Response:**

The reviewers noted the extensive experiential learning opportunities present in the faculty and the strong support, personally and academically, from both staff and faculty. The review also noted the strong demand for an undergraduate degree in kinesiology and suggested enrollment could be increased by 100-200 students, under certain conditions - new faculty hires and additional laboratory space. Given current budgetary constraints, no new academic hires are anticipated. However, new faculty members replacing retiring faculty members will increase our graduate enrollment numbers substantially.

Action step:

- When an opportunity arises for an additional number of new students, the Faculty of Kinesiology will apply for funding for new academic positions. Space, particularly for labs, would need to be considered at that time.

**Recommendation 5: Conduct a curriculum review of graduate programs.**

**Faculty Response:**

Action Step:

- A review of the graduate programs (MSc, MKin, and PhD) will be conducted over the next year (course content in MSc and PhD, optional courses etc.).

**Recommendation 6: Develop an international recruitment strategy in concert with the overall University strategy, and establish criteria for the strategic selection of suitable international exchange partners.**

**Faculty Response:**

The faculty currently has two new formal international exchanges being finalized - University of Bath, UK (graduate, postdoctoral scholars) and Norwegian School of Sport Sciences (NSSS) (undergraduate, graduate, postdoctoral scholars).

Action Steps:

- Finalize the two agreements with University of Bath and NSSS. It is anticipated with NSSS we would have 5-6 Norwegian undergraduate students per year
- A scholarship program will need to be explored to fund our own students' exchange to Norway
- A committee be struck, as part of our research committee (SRIC) or our undergraduate committee (GEC), to develop criteria for additional exchange partners.

**Recommendation 7: Develop a plan to ensure the sustainability of the Sport Medicine Centre (SMC) and increase its integration with the academic mission of the Faculty.**

**Faculty Response:**

There is a faculty commitment to revitalize the SMC and ensure its integration with the Faculty and the faculty's Strategic Research Plan. Faculty members currently within the SMC are part of one of the four research themes, Injury Prevention, Sport Medicine, Rehabilitation. A Unit Review was completed in 2011, and two recent reviews, (in 2017) were commissioned to look at SMC issues overall and the more specific issues related to physiotherapy. In addition, experts from the University of Calgary's HR and legal groups have been engaged to examine the best way forward. Recently, two staff meetings were held to ensure all employees understand the vision of the SMC and have an opportunity to provide feedback on the current issues.

**Action Steps:**

- The position of Director, Operations of SMC, has been posted and it is anticipated that this individual will provide much needed leadership and direction for staff, physiotherapists and physicians
- The work is on-going with the AUPE to ensure the unionized staff work effectively within the environment
- A draft Memorandum of Agreement (MOA) has been created with the intention to allow an academic faculty member (clinician-scientist) to work one day per week within the clinic (issue has been academic member cannot be AUPE)
- Work has been initiated to resolve the IT needs for SMC

**Recommendation 8: Expand alumni engagement in a planned, strategic manner to increase career opportunities and promote the value of a kinesiology degree.****Faculty Response:**

A strong relationship with our alumni is critical and part of the University of Calgary's Eyes High strategy. This relationship is built out of the Dean's office along with the faculty's Director of Development.

**Action steps:**

- Set a meeting with the Faculty Alumni Association to develop a strategic plan for increased alumni engagement
- Continue to support and grow KINdustry evening (primarily for undergraduate students). An alumni wine and cheese is integrated into the evening
- Set a meeting with University of Alberta and other Alberta kinesiology granting institutions to discuss how to promote the degree and consider the advantages/disadvantages of becoming a regulated profession (consider conversations with Ontario institutions given it is now a regulated profession in Province of Ontario)

**Recommendation 9: Explore potential funding models leading to new facilities (including a fieldhouse) to address critical space shortage.****Faculty Response:**

Space is a critical issue for all aspects of the faculty:

- Research - with new academic faculty, there is an increased need for laboratory space and space for an increased number of graduate students
- Student space - at both the undergraduate and graduate level, there is an increasing need for laboratory space and for study and meeting space
- Dinos Athletics - to meet the vision of creating a Championship culture, there is a need for greater use of gyms, weight training facilities, practice fields
- Active Living - as the leader for health and exercise for staff, faculty and the Calgary community, the current space issues limit expansion
- SMC - there is a need for increased space to accommodate regular researcher-practitioner interaction and client engagement in research
- CSI Calgary - additional space will ensure CSI Calgary remains within the faculty and would ensure increased collaboration.

#### Action steps:

- It is a priority to seek philanthropic funds for a new building, turf fields
- Continue dialogue with our partners in the City of Calgary re: a potential fieldhouse.

In conclusion, the Faculty of Kinesiology very much appreciates the work of the Academic Review team. The recommendations have been fully considered and there is a commitment to the action steps as outlined.

#### Conclusion

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While we recognize that the two days we were on site during the review process is not nearly long enough to capture the depth and breadth of the programs and activities of the Faculty of Kinesiology, the self-study materials were very helpful in providing us with an solid overview. The time on site was extremely helpful as we found all members of the Faculty (students, staff, faculty) and the alumni to be frank, forthcoming, and generous in their comments, which was extremely helpful in helping us to better understand the Faculty and to identify its strengths and challenges. As stated in the opening of this report, we believe the Faculty of Kinesiology has a great deal to be proud of. Dean Werthner has lead a great deal of positive change that is apparent to the faculty, staff, and students that we spoke with, and this provides a solid base from which the Faculty will continue to build as the strategic academic and research plans continue to roll out. We hope our recommendations will assist in this process.

#### Follow-up

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The Review Team recommendations will be revisited mid-way through the cycle. At that point, the Faculty of Kinesiology will be required to report on its status in acting on the recommendations, providing explanations and timelines for those which have not been met. This interim report should be submitted to the Provost in September 2019, with the next full review scheduled in 2021-2022.