



PennState

Kinesiology Strategic Plan 2021-2025

Our Commitment to Impact

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Kinesiology by the Numbers

- **History:** 106th year, established in 1908 as “Department of Physical Education”
- **Ranked:** As one of the top 3 programs in the country by the National Academy of Kinesiology for 15+ years
- **Scope:** Kinesiology four-year degree programs exist at University Park, Berks Campuses, Harrisburg, and Altoona; Kinesiology courses taught at 19 Commonwealth Campuses and on the World Campus
- **University Park Faculty:** As of Spring 2022; 44 full time (24.5 tenure track, 1 research, 14 non-tenure track (resident instruction), 5 non-tenure track (Kinesiology Physical Activity Program (KPAP)) 2 part time instructors (resident instruction), 27 part time instructors (KPAP)
- **University Park Staff:** 8 administrative, 3 advising, 2 research services
- **Research Areas:** Athletic training and sports medicine, biomechanics, exercise physiology, history and philosophy, motor control, psychology of movement and sport
- **Undergraduate Program:** 2021/2022; 923 majors (#1 at University Park; includes Athletic Training Majors), 385 pre-majors, and 161 minors
- **Majors:** Kinesiology and Athletic Training (total enrolled n=774); Kinesiology (n=745); Athletic Training n=29)
- **Options:** Kinesiology (Movement Science (n=588 enrolled), Applied Exercise and Health (n=157 enrolled), Exercise Science (Berks, Harrisburg, Altoona))
- **Minors:** Sport Studies (n=368)
- **General Education:** Kinesiology Physical Activity Program (KPAP)(n=2,516)
- **Student Credit Hours** produced: Fall 2021 Total: 13,232 (Undergraduate 12,897, Graduate 335, KPAP 5,423)
- **Graduate Program:** 64 students (37 Ph.D., 4 M.S., 4 IGDP)
- **Post-doctoral Fellows/Scholars:** 10
- **Visiting Scholars:** 11

Mission

The Department of Kinesiology is committed to advancing knowledge through high-impact research, providing outstanding and innovative learning and engagement opportunities for students, and translating our expertise through outreach activities that improve human health and well-being. Our core focus is the study of physical activity as it ranges from basic mechanisms of human movement to the complex dynamics of physical activity in the context of human health and well-being in a changing natural and built environment. Our scholarship is pursued from multiple perspectives and levels of inquiry using basic science, biomedical, translational, social science, and humanities-based methodologies.

Vision

In the next five years we will significantly increase our research productivity and highlight its impact by maximizing our faculty's potential to build on existing research synergies in high

priority thematic research areas and by incentivizing research efforts. We will ensure that our undergraduate program provides the highest quality of student learning and experiences while offering the flexibility and support that is necessary to respond to the changing landscape of higher education. Our outreach efforts will leverage entrepreneurial opportunities to expand and sustain education, research, and outreach activities with the goal of positively impacting the health and well-being of Penn State and our surrounding communities.

Values

Respect, integrity, inclusiveness, and commitment to excellence

Goal Theme

Research and Scholarship

Goal 1: Increase our research productivity through strategic allocation of departmental resources and improvement of our research facilities

Objective 1a: To address the most important faculty resource, i.e., time for meaningful research and scholarship, we will reframe workload planning to align with faculty strengths such that the allocation of faculty time devoted to research and scholarship is adjusted to incentivize grant submissions and accommodate variability in productivity across the faculty.

Timing: Start January 2021

End: December 2022

Key Performance Indicators: *Research productivity increases and is of high impact as assessed by rankings, citation metrics, media attention, journal impact factors, etc.); faculty grant submissions and awards increase (especially federal funding and larger grants and contracts), distribution of teaching and research effort better matches where faculty excel, faculty research programs run more smoothly*

Action Items: With the help of a faculty committee, develop by consensus a definition of "research-active" to aid in workload planning; modeling the HHD Competitive Buyout for Grant Writing Program, implement an internal competitive peer reviewed mechanism to offer teaching releases to facilitate grant writing, getting a new grant started, or allow for time devoted to laboratory personnel training or data collection; implement these changes for a defined period of 1-3 years, and monitor progress, gather faculty feedback, and revise the process if warranted

Achieve by: December 2022

Metrics: Changes in distribution of effort, i.e., % time devoted to research, teaching, and service for individual faculty in alignment with number of grant submissions, reports of activities during periods of increased research effort allocation, publication rate; publication quantity and quality; feedback from faculty regarding time devoted to research and scholarship

Additional Resources: Addition of Professor in Charge of Research and Research Manager to assist Department Head in managing above processes

Objective 1b: Develop internal mechanisms to more strategically allocate departmental resources, i.e., opportunities for graduate student support, salary release dollars, research associated endowment funds, and other departmental resources by aligning the distribution of funds more closely with the expected return on investment

Timing: Start January 2021

End: December 2022

Key Performance Indicators: *Evidence of return on investment in the form of increased indices of faculty research productivity (grant funding and publications)*

Action Items: Pilot a process for requesting significant departmental support that includes a rationale and work plan linking the request to research productivity; develop an administrative process for follow up on predicted outcomes of such requests; after one year, review the advantages and disadvantages and revise the process if warranted; direct departmental resources to funding 2-3 additional graduate assistantships by leveraging KPAP teaching opportunities and CFW employment opportunities

Achieve by: December 2022

Metrics: Number of grant submissions and awards, number of publications, indicators of publication quality and impact such as citation metrics, media attention, and journal impact factors; feedback from faculty regarding effectiveness of department support; number of new interdepartmental and intradepartmental collaborations

Additional Resources: Addition of Professor in Charge of Research and Research Manager to assist Department Head in managing above processes

Objective 1c. Improve support and management of our research facilities, equipment, and operations

Timing: Start January 2021

End: December 2023

Key Performance Indicators: *Increased efficiency of research operations, improved time to completion of projects, improved utilization of research equipment and laboratory spaces; improved maintenance of research equipment and facilities*

Action Items: Increase FTE's devoted to research support staff, broaden the allocation of research support across the department, and more efficiently manage research support positions; apply and advocate for HHD and University support to replace old and outdated research equipment and renovate research spaces; continue to work toward acquiring additional research space to accommodate research activities and personnel

Achieve by: December 2023

Metrics: Increased FTE's for research support; number of faculty receiving time from research support staff, new equipment purchases, increase in square footage devoted to research; number of publications utilizing new equipment purchases, number of grant submissions and awards that utilize new equipment and support of research staff

Additional Resources: Funds for replacing old equipment or purchasing additional equipment; funds for repairs and renovation to research spaces; acquisition of additional space

Goal 2: Expand our research capacity by attracting new resources, forming new collaborations, capitalizing on HHD and University Initiatives, and exploring strategic hiring opportunities

Objective 2a: Leverage our unique strength in the study of mechanisms underlying human movement, physical activity, and health interventions to position Kinesiology as a strategic recipient of new resources that can help build new collaborations and improve the intellectual environment for faculty

Timing: Start January 2021

End: December 2025

Key Performance Indicators: *Expansion of research "footprint" to increase connections and multidisciplinary collaborations within HHD such as HHD initiatives including mobile health, digital technology, and environmental health science, and increased participation of our faculty in HHD research centers; build stronger bridges across the university through collaborations with Institutes i.e., Huck Institutes of the Life Sciences and the Biomedical Initiative, Social Science Research Institute, Clinical and Translational Science Institute, Sustainability Institute, with COM, and with Centers such as CMOST; revived activity of the biological science interest group to serve as an intellectual home for biological science faculty and to include a proposal for the creation of a center focused on providing phenotyping/characterization support for studying physiological adaptations across the organismal spectrum (i.e., mice to humans) employing perspectives of inquiry from molecules to human health and performance.*

Action Items: Encourage and advocate for faculty participation in university and HHD funding initiatives; advocate for continued faculty involvement in institute leadership; increase communication of University and College research initiatives through departmental version of "HHD Digest"; advocate for HHD support for leadership of biological science interest group; reinvigorate interest and advocacy for an HHD Center that provides an intellectual home for HHD researchers in the area of biological science

Achieve by: December 2025

Metrics: number of collaborations outside Kinesiology; creation of center with a focus on biological science of health and wellness

Additional Resources: communications/marketing/social media staff; time from faculty to develop new collaborative and inter-disciplinary initiatives

Objective 2b: Consider our thematic areas of research and statements of impact when hiring tenure track faculty and when engaging in University and College initiatives with the goals of strategically building interdisciplinary research synergies

Timing: Start January 2021

End: December 2025

Key Performance Indicators: *Increased participation of new faculty in cross cutting research; increased co-hires with units where there are synergies e.g., BME, Huck, SSRI, COM, improved research productivity in department*

Action Items: Begin planning for tenure track searches in the prior year, exploring synergistic opportunities within and outside Kinesiology faculty in a particular thematic area.

Achieve by: June 2021

Metrics: Number of faculty who are co-funded, number of faculty who do interdisciplinary work

Additional Resources: Tenure track lines

Objective 2c: Increase the diversity of our faculty and research trainees by expanding our recruiting and hiring efforts and taking advantage of university and college initiatives to improve diversity.

Timing: Start January 2021

End: December 2025

Key Performance Indicators: *Increased recruitment and hiring of underrepresented faculty and postdoctoral trainees*

Action Items: Improve search practices to maximize chances of a diverse pool of candidates; participate in University and College hiring initiatives to support diversity

Achieve by: June 2021

Metrics: Number of faculty and postdoctoral trainees from underrepresented backgrounds.

Additional Resources: Tenure track and non-tenure lines, postdoctoral trainee support

Goal 3: Elevate the visibility of faculty research to key stakeholders e.g., external colleagues, potential graduate students, media outlets, funding organizations, general public, potential donors

Objective 3a: Identify and showcase thematic research areas and statements of impact across the department so that key stakeholders can more easily understand and interpret our scholarship and research enterprise.

Timing: Start January 2021

End: June 2021

Key Performance Indicators: *Improved use of departmental website, increased inquiries and interest in our research from key stakeholders, increased donor interest in our research; improved faculty feedback on how well their research is showcased, increased media coverage of our research through multiple outlets; more competitive for University and HHD initiatives*

Action Items: While preserving the visibility and contributions of each subdiscipline, undergo process of identifying 3-4 research "themes" and or research "impact areas" that cross cut the subdisciplines of Kinesiology and allow for intellectual synergies within each theme/impact area; showcase these research themes/impact areas on our website, in print and digital materials, on social media, and in talking points prepared for use by development and media outlets; include in these materials "statements of impact" so that the real life benefits of our research are highlighted; bring in external consultant(s) to assist with branding and translating our research

Achieve by: June 2021

Metrics: Themes identified, statements of impact written, print, digital, social media content developed and maintained

Additional Resources: Communications/marketing/website/social media staff assistance; time for faculty to develop content

Goal Theme

Undergraduate and Graduate Education

Goal 1: Revise our curriculum to be a "smart curriculum" that is high in quality instruction but responsive to the changing needs of our students and the changing landscape of higher education

Objective 1a: Determine what modifiable challenges our students currently encounter in their matriculation towards a Kinesiology degree while taking into account the pending changes in student demographics

Timing: Start Jan 2021

End December 2023

Key Performance Indicators: *Improved faculty and advising staff knowledge and understanding of students' challenges which will inform discussions on curricular changes*

Action Items: Using an evidence-based approach, conduct a self-study by gathering data and analyze trends in typical benchmarks i.e., Kinesiology recruitment, enrollments, graduation and retention rates, and degree persistence, and their dependence on gender, race, ethnicity, income, first generation and or non-traditional student status. Also gather and analyze data on specific barriers such as course repeats, summer enrollments, predictors of, and prevalence of, at risk students; include an assessment of student accountability and empowerment in degree planning; hold focus groups with students; undergraduate PIC leads administrative staff effort to gather the above data for all Kinesiology pre major and major students from 2015-2019

Achieve by: December 2021

Metrics: Development of searchable database and a survey of student challenges with degree planning

Action Items: Faculty and staff in undergraduate student services develop queries and analyze data

Achieve by: June 2022

Metrics: Report generated containing trends and overall findings for use by departmental leadership, advising staff curriculum committee, and faculty

Additional Resources: Assistance from HHD Associate Dean for Undergraduate Education and Outreach; possible additional training for staff to develop and execute queries; may require additional administrative staff resources to develop database;

Objective 1b: Informed by report of self-study, address modifiable curricular challenges to improve key undergraduate benchmarks

Timing: Start June 2022

End December 2023

Key Performance Indicators: *Revisions to the curriculum based on the data collected in Objective 1a that preserve quality of undergraduate experience but are likely to improve key benchmarks such as time to graduation, graduation rates, retention, etc.*

Action Items: Develop and implement an iterative and integrated plan involving faculty, advising, and undergraduate administrative staff to identify key areas to address e.g., flexibility in curriculum, course requirements, accessibility to courses, pre requisites, supporting courses, course scheduling, course sequencing, etc., where changes to the curriculum address the modifiable curricular challenges and are supported by consensus of the faculty

Achieve by: December 2023

Metrics: Development, submission, and approval of program and course revisions for Applied Exercise and Health and Movement Science Options; increase online offerings e.g. Kines 100 and 101 and other courses to improve accessibility

Additional Resources: Assistance of HHD instructional designers to produce quality online offerings; professional development resources for faculty to increase skills for online teaching; use of incentives e.g., course releases for advancing these efforts

Goal 2: Improve student success by empowering students to make smart and informed choices about degree planning

Objective 2a: Develop and implement the use of the Individualized Academic Plan (IAP) by undergraduate students. By enforcing the development of an IAP as a student requirement, academic advising will empower students to increase their ownership of their academic planning and progress responsibilities and educational accountability,

Timing: Start January 2021

End: December 2021

Key Performance Indicators: *Qualitative and quantitative evidence that students are using the IAP's and that the IAP's are linked to key benchmarks such as time to graduation, graduation rate, retention, etc. and reductions in student stress and evidence that the use of the required IAP will supports a smoother transition from the HHD first year advising structure and fosters student responsibility*

Action Item: Kinesiology Academic Advising will develop, pilot, and implement the IAP through a process that includes benchmarking with other universities and collaboration with HHD Advising and other key university partners

Achieve by: January 2021 to June 2021 for development; September 2021 to December 2023 for pilot and implementation

Metrics: Number of started and updated student submitted IAPs in the KAA electronic student files; number of in-person academic advising consults which address the need for IAP development. (Use Starfish Speed Notes to document by selecting the “Academic Goals” Speed Note; track possible changes to student reported reasons for and approach to in-person consultation needs. (e.g., IAP review and updates, vs. “What courses should I schedule”; number of students who report possession of started IAP upon entry to Academic Advising offices via completion of “KAA Student Arrival Checklist”; Quantitative and qualitative student survey responses addressing their use of and reaction to the implementation of the IAP e.g. senior survey; positive relationship between use of IAP and student success benchmarks

Additional Resources: Will require additional undergraduate student services staff time and dedicated time from Academic Advising

Goal 3: Improve and document the value of a Kinesiology undergraduate degree for preparing students to succeed in their careers and in life

Objective 3a: The Kinesiology major offers pathways for students to prepare for graduate school or for employment upon graduation. To document the value of a Kinesiology degree we will bolster and operationalize our efforts to inform students, parents, alumni, and other key stakeholders about what the field of Kinesiology is and for what careers a Kinesiology degree prepares students.

Timing: Start January 2021 End December 2023

Key Performance Indicators: *Improved clarity and understanding by key stakeholders of the meaning and scope of a Kinesiology degree, increased numbers of Kinesiology majors in both Kinesiology options, and improved job placement and graduate school acceptance rates*

Action Items: Produce higher quality and more current materials for distribution and content for website that explains what Kinesiology is and what career paths students can pursue; track career placements one year out and 5 years out; track certifications and credentialing obtained by Kinesiology students and compile this information for dissemination.

Achieve by: December 2023

Metrics: Production of print and website materials and content for distribution, i.e., First Destination Reports (1 year out), Next Destination Reports (five years out); verification of credentialing during and after graduation and development of student tracking database; increased enrollments as documented by official HHD snapshot data; increased pre majors/interest in Kinesiology major as per HHD data

Additional Resources: HHD assistance with enrollment data, additional administrative staff time to track credentialing; HHD assistance and funding to produce print and online materials

***Objective 3b:** We aim to continue to improve the quality and number of hands on learning experiences, laboratory courses, and internship experiences. We will also strengthen the link between internship placement and employment*

Timing: Start January 2021 End December 2025

Key Performance Indicators: *Increased autonomy over space for Kinesiology courses needing active learning space along with strategic investment in state of the art equipment for teaching laboratory courses and courses with active learning components. After a review of internship placements and their link with job placements, feedback from internship preceptors and student interns, increase in student participation in the highest quality internship sights associated with high potential for employment at that site, or employment related to that work.*

Action Items: Acquire additional space under Kinesiology control for active learning laboratories and classrooms (Tower prospectus); invest in state of the art equipment and technology to enhance active learning and laboratory courses; review the quality of internship placements and formulate plan for improving quality of experiences; review the link between internship experiences and first destination job/graduate school placement; purchase state of the art equipment for active learning spaces

Achieve by: December 2025

Metrics: Prospectus for space in the Tower results in investment from the Provost to perform renovations of Kinesiology assigned spaces in the Tower; database curated with highest quality internship sites and internships hosts with information made available to students regarding link between that sight and employment; development of new laboratory course in exercise physiology.

Additional Resources: Funding to renovate active learning spaces and purchase equipment for the latter courses and for laboratory courses; faculty and staff time to review internship placement, quality, and linkage with First Destination; faculty and staff time to develop new laboratory course.

***Objective 3c:** Explore new career pathways and credentialing opportunities for incoming and graduating Kinesiology students and expose students to participation in new intra-college programs and other curricular opportunities.*

Timing: Start January 2021 End December 2025

Key Performance Indicators: *Increased proportion of Kinesiology students who earn certificates, pass national certification exams; and accumulate additional certifications throughout their degree program; increased proportion of students who earn a minor e.g. Sports Studies, acquire*

a certificate in athletic training, a minor or dual degree in public health, or take advantage of articulation agreements, e.g., the COM MPH, Norwalk Community College, Penn State Hazleton Physical Therapy Assistant Program; increased mobile health content in curriculum

Action Items: Complete the transition to the MAT program with undergraduate certificate in AT; develop and maintain database of credentials acquired and certifications passed/attempted; expose students to intracollege programs; develop articulation agreements if they provide improved options for our students; partner with units such as nutrition and or biomedical engineering to engage students in collaborative learning experiences

Achieve by: December 2023

Metrics: Increased proportions of each graduating class with credentials that map onto career placements and increased proportion of students enrolled in programs listed above; increased proportion of each graduating class that has had a curricular experience outside the department

Additional Resources: Faculty and administrative staff time to develop proposals and develop and maintain internship and credentials database

Objective 3d: Increase our students' understanding of the importance of diversity, equity, and inclusion in our curriculum and in their career preparation

Timing: Start September 2021 End December 2025

Key Performance Indicators: Evidence of increased exposure to, and understanding of, the importance of DEI in the curriculum and in career preparation as reflected by senior surveys, poster presentations of internship sites, feedback from internship sites, feedback from future alumni

Action Items: Incorporate screening for DEI supportive environments in internships, require students to reflect on DEI experience in their internships; review DEI content in our curriculum

Achieve by: December 2025

Metrics: Improved survey responses (% commenting favorably on questions on whether curriculum improved understanding and exposure to underrepresented groups); increased engagement with DEI supportive internship sites; improved feedback from internship preceptors in the preparedness of our students to work with people from different backgrounds.

Additional Resources: Kinesiology has some endowment funds for use for teaching, and these funds could support trips to DEI supportive internship sites

Objective 3e: Increase innovation and use of teaching and learning with technology in our undergraduate program by exposing and incentivizing faculty, staff, and students to make use of Penn State advances in digital learning experiences and artificial intelligence (AI) to augment student support

Timing: Start September 2021 End December 2025

Key Performance Indicators: *Evidence of greater faculty and advising staff participation in PSU opportunities to learn how AI can impact learning and student degree planning and how digital learning experiences can be integrated into course instruction and course content; evidence of the use of such techniques in courses associated with positive feedback from students*

Action Items: Explore Kinesiology/HHD involvement in piloting the use of AI to enhance advising (Project LIFT leverages historical student data, and applies it to current, similar students to help advisers identify potential areas of concern); incentivize faculty to incorporate technology and digital innovation into their teaching through strategic allocation of Kinesiology teaching-related endowments to fund these efforts; increase use of technology classrooms, immersive lab experiences, AI-enhanced course materials

Achieve by: December 2025

Metrics: Incorporating of AI and new technology into classes; number of faculty who propose and succeed in acquiring resources that support the use of digital learning and or technology for teaching

Additional Resources: Kinesiology has some endowment funds for use for teaching, and there are college competitions for such funds.

Goal 4: Grow and improve our graduate program portfolio with the goal of graduating the highest quality students who are successful in their careers and in their lives.

Objective 4a: Bolster student research productivity by prioritizing and incentivizing publication of thesis research in high quality journals

Timing: Start January 2021 End December 2025

Key Performance Indicators: *Improved profile of student research productivity*

Action Items: Mentors will prioritize students' attainment of writing skills earlier in graduate training and department will provide increased funding for travel or professional development if students are first authors on high quality papers.

Achieve by: December 2025

Metrics: Student publications

Additional Resources: Redistribution of existing resources used for student summer funding; use of existing endowment funds

Objective 4b: Improve the student experience by increasing the diversity of our students and enhancing the quality of their training

Timing: Start January 2021 End December 2025

Key Performance Indicators: *Students graduate better prepared to assume successful careers in science; integration of mentoring content into junior faculty professional development; student evidence of improved mentoring e.g., enhanced student accomplishments and productivity; more diverse student group*

Action Items: Incorporate graduate student mentoring content (see Appendix) into first or second year at Penn State for tenure track and other faculty who mentor graduate students; gather student feedback on mentoring quality; continue to collaborate with Delaware State University and begin collaboration with California State University Fullerton to attract underrepresented minorities to our program; prioritize the support of underrepresented students through dedicated endowment funds; continue to encourage student participation in dual title PhD programs, and in PAMT, Center for Healthy Aging, Physiological Adaptations to Stress, and Clinical and Translational Science Institute training grants/programs; expose students to diverse programming for professional development; explore new funding mechanisms for students

Achieve by: December 2025

Metrics: number of students from underrepresented groups that graduate from our program

Additional Resources: Funds to engage colleagues and students from Delaware State and California State Fullerton once per year; funds for professional development activities for graduate students

Objective 4c: Expand our graduate portfolio with the addition of a master's degree in athletic training program and explore the feasibility of a master's in performance science

Timing: Start September 2021 End December 2023

Key Performance Indicators: *Kinesiology MAT program launches successfully in Fall 2021 and includes innovative teaching strategies and a cutting-edge facility in newly acquired space; progress experienced on development of professional master's degree in performance science possibly in collaboration with RPTM and Nutrition*

Action Items: Propose and implement high quality MAT program; continue to advocate for space and funding support for simulation laboratory and clinical space for inter-professional education; explore interest and feasibility of Inter-college master's degree in performance science

Achieve by: December 2023

Metrics: Enrollment in MAT program, benchmarks for assessing quality of MAT program; interest in inter-college master's degree in performance science

Additional Resources: Space and equipment for high quality MAT program; two additional fixed term faculty positions if performance science program gets traction

Goal Theme

Service and Outreach

Goal 1: Increase the impact of our general education programming to improve students' health and wellness including lifelong attitudes towards physical activity through high quality instructional experiences that include individualized biometric data and follow up testing opportunities

Objective 1a: Provide professional development opportunities for Kinesiology Physical Activity Program Instructors that promote inclusivity and high-quality instruction

Timing Start January 2021

End December 2022

Key Performance Indicators: *Student feedback consistent with impactful and inclusive experience that improves attitudes towards lifelong physical activity; increased sections of mind body courses as resources supporting student mental health; increased capacity to provide optimal experiences for students considering personal needs and challenges (e.g. disabilities, behavioral threats, and other challenges).*

Action Items: Consistently provide peer feedback to full time and part time instructors; require professional development activities that involve Schreyer's Institute for Teaching and Learning and other university resources; increase in residence and online offerings of mind body courses; provide regular trainings for optimizing instruction e.g., for students with disabilities and for optimizing communication between faculty and students using a variety of pedagogical tools

Achieve by: December 2022

Metrics: Student SRTEs for indication of effective instruction, effective communication, and inclusivity; faculty utilize Penn State resources; annual reviews take into account professional development efforts; increase in peer reviews and incorporation of feedback

Additional Resources: Administrative efforts to operationalize trainings and opportunities for professional development; allowing faculty time to be devoted to professional development; encouragement to take advantage of university-wide training opportunities

Objective 1b: Expand efforts to expose underrepresented students to diversity, equity, and inclusion content in our general education classes, particularly fly-fishing classes

Timing Start January 2021

End December 2022

Key Performance Indicators: Increased number of sections of underrepresented students who take our fly-fishing classes; follow up of students demonstrates sustainability of the exposure to fly fishing by documenting that students are still involved in the sport; extension of fly-fishing programming to underrepresented students outside Penn State and in the Community; revisions to fly fishing curriculum that include expanded DEI content

Action Items: Expand recruitment efforts; conduct research to examine impact of general education programming on sustained engagement of underrepresented students in physical activity/outdoor pursuits; expand outreach programming through establishment of Director for Fly Fishing.

Achieve by: December 2025

Metrics: Student credit hours from fly fishing classes; number of lectures inclusive of content on diversity, equity, and inclusion in general education classes; data supporting longer term sustainability with outdoor pursuits

Additional Resources: RK Mellon grant, and other departmental endowments

Goal 2: Increase our impact on *student* health and wellness through expansion of evidence-based services and strategic partnerships with University Health Services, Counseling and Psychological Services (CAPS), and the Penn State Commonwealth Campuses.

Objective 2a: *The Kinesiology Center for Fitness and Wellness will develop partnerships with CAPS, UHS, and Campus Recreation with the goal of establishing a bidirectional referral process for students with mental health issues who might benefit from exposure to fitness testing and physical activity recommendations or are in need of mental health services*

Timing: Start Summer 2021

End December 2023

Key Performance Indicators: *A visible, organized effort among campus partners focused on student well-being; development of creative team approaches to addressing student mental health issues; CFW recognized as a resource on campus that improves student health and well-being*

Action Items: Create an advisory group for the CFW that includes Kinesiology faculty, staff, and representation from CAPS, UHS, and Campus Recreation; perform benchmarking on similar collaborative programming at other universities; explore issues such as the need for additional student and supervisor training, risk management, confidentiality, and record keeping; develop and implement bi-directional referral processes among the CFW, CAPS, and UHS; track referrals, collect student feedback on effectiveness of services and or exposure to physical activity_outlets

Achieve by: December 2023

Metrics: Advisory group formed and meeting regularly; referral processes developed; students referred between CFW, CAPS, UHS, student feedback and tracking show positive results

Additional Resources: Time from faculty and staff; funding for additional training for supervisory staff and for student interns, e.g., mental health "first aid"; funding for additional services

Objective 2b: Expand reach of Center for Fitness and Wellness to offer exercise prescription and physical activity peer counselling

Timing: Start Summer 2022 End December 2024

Key Performance Indicators: *Student clients exposed to fitness testing in the CFW seek out exercise prescription and peer counseling services; follow up testing reveals improved health and fitness outcomes*

Action Items: Assess current exercise prescription and physical activity peer counseling resources and determine where augmentation is necessary; determine what preparation and training will be required for students; pilot student-run exercise prescription and peer counseling services; evaluate and revise if necessary; implement these services for Penn State students; track and gather feedback on effectiveness of these services

Achieve by: December 2024

Metrics: Number of students engaging in exercise prescription and physical activity peer counseling; number of student clients served; feedback from student clients and measures of effectiveness i.e., survey based and qualitative feedback and improvements in fitness and health measures before and at follow -up; feedback from students who provided services on their perceived benefits

Additional Resources: Staff time to develop fee structure for new services; time from supervisors to engage in training student interns to perform exercise prescription and physical activity peer counseling

Objective 2c: Advance our knowledge of Penn State student health and the effectiveness of CFW and EIM programming through research to support the goal of having Penn State students leave Penn State healthier than when they came

Timing: Start January 2021 End December 2025

Key Performance Indicators: *CFW research recognized through publications and as the basis for continued efforts to expand reach and impact; upper administration recognition of the CFW research in efforts to acquire new university resources and donor support; CFW research*

recognized nationally as foundational to promoting the "Penn State Model" for campus fitness and wellness programming

Action Items: Develop yearly research goals; integrate research efforts with curricular outlets such as Kinesiology Physical Activity Program (KPAP) courses, first year seminars and Leap programming; plan and execute prospective CFW testing to determine impact of CFW referrals and Campus Recreation supported physical activity participation on student health outcomes; circulate updated white paper with evidence based rationale supporting Penn State Model for integration of Kinesiology general education programming with engaged learning opportunities and service activities to impact student health to key stakeholders, i.e., other Big 10 Kinesiology departments, upper administration, potential donors, potential industry partners; continue to collect and publish data in high quality journals

Achieve by: December 2025

Metrics: Increased number and of publications; broader array of interdisciplinary research projects including prospective studies that follow Penn State students; increased consulting with other universities about the Penn State model; increased recognition and support from HHD and University administration

Additional Resources: Resources to support research i.e., endowment funds, new grants; time from faculty and staff to increase research efforts

Goal 3: Advance our Exercise is Medicine™ programming to the next level by securing its sustainability, expanding our reach and visibility on the UP campus, increasing partnerships with the campuses, and launching new training opportunities for students.

Objective 3a: Position Exercise is Medicine™ as a primary vehicle for departmental outreach by formalizing its administrative oversight, and providing consistent budgetary resources to ensure sustainability and promote growth

Timing: Start January 2021 End December 2021

Key Performance Indicators: *Consistent and highly visible programming across the academic year; excellent reputation within HHD and across campus; sought after development opportunity; continued national recognition; Penn State recognized as an Exercise is Medicine™ campus.*

Action Items: Develop standing leadership roles for faculty and student leaders and standardized approach for collaborations with other groups; provide Kinesiology administration a plan of EIM programming for upcoming year, and final EIM report on progress from previous year; develop and follow a longer term EIM strategic plan that includes budgetary support and progress reporting

Achieve by: December 2021

Metrics: Administrative team formed; strategic plan developed and approved by administrative team; progress reported yearly

Additional Resources: Time from departmental leadership and EiM faculty, staff, and students to formalize plans and administrative team; time for regular communication and producing reports and tracking progress

Objective 3b: Broaden the reach and visibility of EiM programming and educational opportunities for students through strategic partnerships with University Health Services (UHS), Campus Recreation, and Commonwealth Campuses

Timing: Start January 2021 End December 2025

Key Performance Indicators: *Growth in EiM programming and visibility in HHD and across the university; integrative programming across the year as opposed to just a single week; increased national recognition by key stakeholders; continued recognition of Penn State as a gold level EiM campus; innovative student learning opportunities that are viewed as highly sought after and linked to career successes*

Action Items: In accordance with Objective 3a, utilize operationalized administrative EiM structure to add programming partners and events throughout the year; increase the number of units in which EiM programming occurs; work with additional commonwealth campuses to implement EiM programming; provide designated EiM opportunities for practicums and internships that are competitive, involve unique leadership opportunities, and are highly sought after

Achieve by: December 2025

Metrics: Number of consistent university and community partners involved in EiM programming; number of events each year; measures of EiM impact; number of independent campuses applying for and receiving ACSM EiM recognition; number of designated practicum and internship opportunities

Additional Resources: Time from EiM coordinator and departmental leadership for regular meetings about progress

Goal 4: Building on the scaffolding of the Center for Fitness and Wellness, create a new Center for Health and Performance to serve *faculty and staff* with the goal of enhancing health and physical functioning of the larger Penn State Community by offering clinical health care services in addition to fitness and wellness services while providing innovative and inter-professional educational and research opportunities

Objective 4a: Procure additional space in the Recreation Building (The Tower) and attract resources to develop this space for multiple uses to include a Center for Health and Performance which will provide fitness and wellness testing, assessments of physical competency/literacy, gait assessment, executive physicals, and other clinical services in addition to exercise training facilities, and education and research opportunities

Timing: Start January 2021

End December 2025

Key Performance Indicators: *Programming is developed and is successful, supporting outreach, educational and research outcomes; the programming involves collaborative partners from other units in HHD such as Nutritional Sciences and Biobehavioral Health; programming is entrepreneurial through collection of modest fees for clinical and testing services, and fees for access to exercise training spaces*

Action Items: Continue efforts to acquire resources for renovating The Tower; advocate for University support for the development of space and programming; work through administrative challenges of getting clinical services program up and running; pilot programming for fitness and wellness and clinical service provision with existing resources; cultivate HHD partnerships interested in collaboration; eventually, foster research opportunities for faculty; expand internship and practicum opportunities to undergraduate and graduate students (athletic training)

Achieve by: December 2025

Metrics: Square footage acquired for programming; amount of funding; fee structure developed for services and access to facilities; number of clients participating; involvement of university and HHD partners; revenue to continue growth of programming; research produced; internships and practicum experiences associated with positive student feedback

Additional Resources: Funding from University and or HHD; time from faculty to design and implement programming; time from Kinesiology leadership and faculty to procure resources and work through administrative challenges; time from staff to provide administrative support i.e., billing, scheduling

Goal Theme

Alumni Relations and Development

Goal 1: Increase our connections with Kinesiology alumni to support all aspects of our mission

Objective 1a: Departmental leadership works strategically with our Affiliate Program Group (APG) and our departmental alumni coordinator to bolster our connections with both young and older alumni and increase their involvement in department activities and engage them in supporting progress towards emerging priorities

Timing: Start January 2021

End December 2025

Key Performance Indicators: *Kinesiology alumni very active in departmental and HHD alumni activities, i.e., alumni council, alumni round table, alumni in the classroom, Kinesiology APG very active; alumni support for emerging priorities increases; alumni connections with Kinesiology undergraduate and graduate students (mentoring, employment) increase; operationalization of departmental alumni event planning; increased giving and support for emerging priorities from alumni*

Action Items: Alumni Coordinator work with Department to develop yearly plan for coordination of alumni activities in coordination with HHD and APG; alumni coordinator produces yearly report of activities with successes noted; department increases recognition of activities involving alumni; departmental leadership increases interactions with alumni; Kinesiology faculty increase recognition of the importance of alumni engagement and participate in more alumni development activities when possible; department actively solicits support from alumni for emerging priorities

Achieved by: December 2025

Metrics: Progress against goals from yearly plan; number of alumni "touches" and events; number of new alumni with whom department interacts; funding from alumni for emerging priorities; number of faculty engaging in alumni activities; number of students hired or helped through alumni connections; number of students mentored by alumni; other measures of alumni impact on departmental mission; growth of alumni engagement fund

Additional Resources: Staff to assist with communications, marketing and social media to promote events and connections

Goal 2: Secure sustainable support for emerging priorities through stepped up development efforts

Objective 2a: Work more effectively with HHD Development staff to advance philanthropic efforts to support Kinesiology research, teaching, and outreach activities. Current emerging priorities are bolstering the research support for mid-career faculty, supporting graduate student funding, supporting engaged learning opportunities through the Center for Fitness and Wellness, supporting the growth and sustainability of fly fishing program, and supporting a new initiative to acquire space in The Tower in Rec Hall for innovative and entrepreneurial teaching, research and outreach activities.

Timing: Start January 2021

End December 2025

Key Performance Indicators: *Increased number and size of Kinesiology endowments, program awards, student scholarships for supporting above priorities; increased efficiency in working with development staff; more engagement of faculty in development activities with potential donors; increased visibility of departmental development efforts on the part of HHD and the University; success in raising money to bolster departmental research, teaching, and outreach activities*

Action Items: Department Head to develop yearly plan for development activities that support departmental goals and emerging priorities; department head, Dean, and development officers communicate regularly and effectively around these goals; department head, alumni coordinator, and faculty participate in several strategic development activities per year; development plans for emerging priorities written and approved by Dean and Development officers

Achieved by: December 2025

Metrics: Progress against goals from yearly development plan; number of interactions with potential donors; number and quality of events that include potential donors and departmental personnel; funding from donors for emerging priorities in the form of endowments, awards, program funding, estate gifts, etc; number of faculty engaging in development activities;

Additional Resources: Time for engaging potential donors, staff assistance for event planning, staff support for communications, marketing and social media to promote events and connections

Goal Theme

Personnel Support

Goal 1: Support faculty and staff by facilitating professional development opportunities and training in the area of diversity, equity, and inclusion

Objective 1a: Identify and curate training resources available at PSU, encourage use of these resources, and hold faculty and staff accountable at the time of annual review for progress and growth in the area of diversity, equity, and inclusion

Timing: Start January 2021 End June 2025

Key Performance Indicators: Increased participation in training activities focusing on diversity, equity, and inclusion for all departmental personnel; increased documentation of progress in this area at the time of the annual reviews

Action Items: Involve Diversity, Equity, and Inclusion committee in creation of resource list; incorporate discussions of DEI progress into annual reviews

Achieve by: June 2025

Metrics: Number of faculty and staff with increased competence and skills in the area of diversity, equity and inclusion

Additional Resources: Input from HHD Associate Dean of Diversity, Equity, and Inclusion to ensure alignment with HHD goals.

Objective 1b: Work to regularly infuse activities with a focus on diversity, equity, and inclusion into all departmental activities inclusive of departmental meetings and gatherings, individual faculty research group meetings, activities involving undergraduate and graduate students and throughout all research, teaching, and outreach activities.

Timing: Start January 2021 End December 2025

Key Performance Indicators: Increased participation in activities focusing on diversity, equity, and inclusion for all departmental personnel in substantive ways

Action Items: Increase diversity, equity, and inclusion content into departmental meetings, meetings with other “functional units” like lab groups, committees, courses, etc.

Achieve by: June 2025

Metrics: Number of faculty, staff, and students with increased competence and skills in the area of diversity, equity and inclusion, and a sense that our departmental climate is more inclusive

Additional Resources: Input from HHD Associate Dean of Diversity, Equity, and Inclusion to ensure alignment with HHD goals.

Goal 2: Optimize the organization of staffing resources to better support our mission through more efficient alignment of staffing resources and by addressing gaps in staff support

Objective 2a: Re-evaluate staff organization and reporting lines to address recommendations for the appropriate number of direct reports and to build in appropriate supervisory scaffolding

Timing: Start January 2021 End December 2022

Key Performance Indicators: *Increased efficiency and improved training and supervision; reduction in staff stress and number of overload situations as indicated by feedback from staff*

Action Items: Work with HHD HR to re-align staff reporting and revise job responsibilities if necessary; propose job upgrades for positions that assume new supervisory duties

Achieve by: December 2022

Metrics: changes to organizational structure and reporting lines; job upgrades and changes to job responsibilities documented

Additional Resources: Time allowed for department and administrative leadership to work with HR on re-alignment

Objective 2b: Address gaps in staff support by adding support for communications, marketing, website, and social media and support for department wide research and teaching laboratories

Timing: Start January 2021 End December 2022

Key Performance Indicators: *Positions are advertised and filled; much needed attention to department website is prioritized, and support for laboratories improves measures of compliance, safety, and productivity*

Action Items: Work with HHD HR to develop position announcements and hire personnel within the new alignment plan

Achieve by: December 2022

Metrics: Positions filled

Additional Resources: HHD resources requested for hiring communications specialist; department has two existing staff lines that are available to address the above-mentioned needs.

Objective 2c: Address gaps in administrative staff support through a) shared learning and administrative technical skills cross-training (e.g., breaking down position silos across administrative positions within the Department); encouraging cross functionality across administrative positions, b) advocate for HHD to create 1-2 "floater/trainer" positions to be deployed when units have gaps in staffing and or need training to occur

Timing: Start January 2021 End December 2023

Key Performance Indicators: *Increased efficiency and productivity of administrative staff as observed by departmental and administrative leadership; reduction in stress associated with overload when staff leave; improved competencies as demonstrated through annual reviews; positive feedback from staff*

Action Items: Department Head and Administrative Coordinator develop plan for cross training in collaboration with administrative staff; cross training is rolled out gradually in consideration of workload and departmental priorities; JRW's are adjusted accordingly; departmental leadership works with HHD HR and other department leaders to develop a proposal for floater/trainer positions to be considered by the Dean.

Achieve by: December 2023

Metrics: Data and tracking/management of goals gathered from performance management system (Workday) will indicate how well administrative staff can apply their newly acquired skill sets; number of additional competencies for each administrative staff member; number revisions to JRW's; number of annual reviews performed that recognize new skills; feedback from staff on experiences with cross training, additional support, and sense of begin

Additional Resources: Time allowed for job cross training and leadership of these activities; funding for additional HHD level floater/training positions

Goal 3: Optimize support for advising, administrative, and research staff through an enhanced focus on professional growth and development and increased opportunities for engagement

Objective 3a: Promote greater staff professional growth and development through the annual performance management process and internal unit-level position upgrades in areas aligned with job responsibilities and foster increased opportunities for a broader range of participation/contributions/service from administrative staff (e.g. unit-level, College, University)

Timing: Start January 2021 End December 2023

Key Performance Indicators: *Increased professional development activities such as attendance and presentations at conferences, increased participation in university professional development offerings; increased service and representation, not just at the unit-level, but at*

the College/University level; increased participation on committees; increased participation in decision making;

Action Items: Incorporate career development and stretch goals in annual performance reviews; implement departmental mechanism for staff to apply for professional development funds; provide and or promote management and administrative leadership training opportunities;

Achieve by: December 2023

Metrics: number of professional development activities as per reporting during annual reviews; feedback from staff on effectiveness of professional development programs i.e., did program address desired goals and will the training be useful

Additional Resources: Funding for opportunities that require it