2009-2010 Physical Education

<table>
<thead>
<tr>
<th>Section</th>
<th>Document Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goals and Objectives</td>
<td>• FFF 2010 Results &amp; 2011 Actions.pdf</td>
</tr>
<tr>
<td>Fiscal Health</td>
<td>• PED.pdf</td>
</tr>
</tbody>
</table>

Mission

Mission Statement (revised August 2010)

The IU School of Physical Education and Tourism Management capitalizes on its rich history and unique location in downtown Indianapolis to prepare future leaders in kinesiology and tourism by translating theory into practice. The school’s distinct culture and unique combination of disciplines foster innovative research, learning opportunities and civic engagement that enhance quality of life and economic development of local, national and global communities.

Vision Statement (created November 2010)

The vision of the School of Physical Education and Tourism Management is to be an emerging leader in kinesiology and tourism where talented students, faculty, and staff thrive.

Goals and Objectives

1. Establish a national and international research reputation

Increase research output

Campus Planning Theme: Research, Scholarship and Creative Activity

Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2009-2010:

- Revised graduate programs in Department of Physical Education and Department of Tourism, Conventions and Event Management
- Increased Faculty Research Opportunity Grant (FROG) pool from $6,000 to $40,000
- Developed a mentoring plan for faculty
- Increased physical space for research
- Revised P&T document to clearly articulate importance of both quality and quantity related to research
- Studied grant submission support systems

Evidence of Progress for 2009-2010:

- Increased research grant/contract dollars to $239,682
- Awarded two FROG grants (School of PETM research grants) for implementation in 2010-11
- Revisions to MS in Physical Education with an emphasis on Exercise Science approved and implemented
- MS in Event Tourism approved by the Indiana University Board of Trustees
- Number of discipline-based research articles increased from 17 to 19
• Space for research increased slightly
• Significant discussions on revisions of P&T document related to research

Activities planned for 2010-2011:
• Create seed fund to stimulate the creation of at least one research center in 2010-11
• Expand FROG grant pool from $40,000 to $50,000
• Implement mentoring program for faculty
• Approve revisions to P&T document -- research section
• Develop a workload model or policy that allows highly research active faculty to achieve reduced teaching loads
• Receive final approval for MS in Event Tourism

2. Focus and develop graduate programs

2. Grow graduate programs

Campus Planning Theme: Teaching and Learning, Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2009-2010:
• MS in Physical Education revised to have a significant focus on exercise science
• Continue to pursue approval for MS in Event Tourism
• Expanded funding for graduate assistants

Evidence of Progress for 2009-2010:
• Revisions to MS in Physical Education with a focus on exercise science completed in March 2010 and changes implemented for Fall 2010
• MS in Event Tourism approved by Indiana University Board of Trustees
• Increased total number of graduate assistants by two

Activities planned for 2010-2011:
• Revisit and revise (where appropriate) learning objectives for each of the masters degrees
• Leverage location in Indianapolis to communicate with employers about curricula and programs
• Submit a proposal for a new graduate program by September of 2011
• Develop marketing strategy for graduate programs
• Develop a system to track the placement of all graduate students
• Receive final approval for MS in Event Tourism

3. Develop a reputation as an innovator in undergraduate education

3. Complete curriculum revisions

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2009-2010:

- Two separate internal grants supported Department of Tourism, Conventions and Event Management efforts to specify learning outcomes, core competencies, and linkage to the PUL’s
- Internal grant in Physical Education allowed for curriculum examination
- Examination of all Physical Education tracks for the purpose of revisions that will reduce the maximum number of credits needed for any track to 124
- Develop a strategy to better link service learning courses in the Department of Physical Education
- Overhaul the Sports Management curriculum

Evidence of Progress for 2009-2010:

- TCEM courses were mapped against learning outcomes, competencies and PUL’s
- Initial curriculum revision discussions occurred in Physical Education
- Number of RISE course offerings increased from 20 unique courses to 21 unique courses
- Sports Management curriculum overhauled

Activities planned for 2010-2011:

- Revisit and revise discipline-specific learning outcomes and associated assessment plans
- Finalize revisions to all programs such that the maximum number of credit hours required is 124
- Increase the number of RISE course offerings
- Develop and propose at least one minor in areas consistent with the school’s focus
- Create a required course around leadership, personal development, and teamwork
- Develop a campus-wide course on health, wellness, and fitness
- Revise and better coordinate the Physical Education elective curriculum

☑ Develop a strategy around centrally serving students

Campus Planning Theme: Teaching and Learning, Best Practices
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2009-2010:

- Benchmarking of advising efforts across campus
- Discussions with University College about advising models

Evidence of Progress for 2009-2010:
New recorder hired in January 2010

Activities planned for 2010-2011:

- Develop a plan for advising
- Begin hiring advisors that are professional staff

4. Leadership in faculty/staff development

Enhance processes around faculty and staff development

Campus Planning Theme: Best Practices, Campus Climate for Diversity
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2009-2010:

- Created annual faculty plans asking faculty to submit annual goals for the year
- Revise PETM promotion and tenure document
- Implemented Performance Management Process for all staff
- Developed a mentoring plan for faculty
- Discussed mentoring for staff
- Implemented formal cross-training of staff

Evidence of Progress for 2009-2010:

- Mentoring plan for faculty completed and to be implemented in 2010-11
- PETM promotion and tenure document sections pertaining to teaching evaluation and research expectations discussed
- Formal evaluation process implemented

Activities planned for 2010-2011:

- Develop a faculty workload model that allows highly research active faculty to achieve a course reduction
- Compare faculty goals versus accomplishments using faculty plans
- Finalize revisions to teaching evaluation section and research section of the P&T document
- Develop specific guidelines for lecturers and clinical faculty related to promotion
- Implement mentoring model for faculty
- Identify and utilize non-financial based incentives for staff

Increase intra-school communication

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame:
Actions taken for 2009-2010:

- Redesign website to highlight faculty, student, and departmental accomplishments and events
- Conduct meetings with Department Chairs on a regular basis
- Hold at least five school faculty meetings in 2009-10

Evidence of Progress for 2009-2010:

- Website redesign and relaunch completed in January of 2010
- Meetings conducted with Department Chairs
- Five school faculty meetings held

Activities planned for 2010-2011:

- Increase scope of meetings with Department Chairs to include Director of Fiscal Affairs and Director of Development and External Affairs
- Hold a minimum of six school faculty meetings
- Create a working group of all school staff, Department Chairs, and Dean to regularly discuss increased efficiencies and effectiveness

5. Position PETM as an authority/go-to source on the management of wellness, tourism and sports

✔ Develop a Dean's Cabinet of community members

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2009-2010:

- List of potential members developed

Evidence of Progress for 2009-2010:

- Members are recruited

Activities planned for 2010-2011:

- Recruit at least 10 members for inaugural Dean's Cabinet and hold one meeting prior to the end of 2010-11 year

✔ Develop a media plan to promote faculty

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:

Time Frame:

Actions taken for 2009-2010:

- Develop a targeted communications plan for media members

Evidence of Progress for 2009-2010:

- A list of media members to target was completed

Activities planned for 2010-2011:

- Work in connection with central University marketing to advance media opportunities for interested faculty
- Reach out to targeted media members regarding faculty expertise

☑ Develop an internal communication plan

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2009-2010:

- Redesign InMotion, the school magazine
- Begin formal information sessions with admissions, University College and the Office of Communications and Marketing

Evidence of Progress for 2009-2010:

- InMotion redesign complete
- Sessions and conversations with admissions, University College and Office of Communications and Marketing completed

Activities planned for 2010-2011:

- Continue internal communications efforts such that key areas on campus optimally understand the programs and capabilities of the School of Physical Education and Tourism Management

☑ Gain access to conversations among health schools

Campus Planning Theme: Collaboration
Secondary Goals:
Sub Unit:
Sub Unit:
Time Frame:

Actions taken for 2009-2010:

- Given significant capabilities in exercise science, physiology, neurophysiology, biomechanics and physical education, gain access to conversations about the future of the "health schools" at IUPUI

Evidence of Progress for 2009-2010:

- None

Activities planned for 2010-2011:

- Continue internal conversations geared toward recognition of health-related offerings

☑ Redesign and relaunch website

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2009-2010:

- Worked with Office of Communications and Marketing to develop a design that was consistent with IUPUI visual identity and objectives
- Expanded responsibilities of Director of IT and Director of Development and External Affairs to include website redesign and maintenance

Evidence of Progress for 2009-2010:

- New website launched in January 2010
- Two updates performed to new website

Activities planned for 2010-2011:

- Explore and implement additional enhancements to school website

☐ 6. Increase the resource base

☑ Develop a space plan for research and additional graduate students, faculty and staff

Campus Planning Theme: Research, Scholarship and Creative Activity, Best Practices
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2009-2010:

- Plan to renovate auxiliary gymnasium into research and office space complete in July 2010

Evidence of Progress for 2009-2010:

- Plan complete
- Plan on hold pending evaluation of entire Natatorium building

Activities planned for 2010-2011:

- Identify small, incremental improvements that can be made to enhance the research, teaching, and development spaces in the school

☑ Increase money raised through development function

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2009-2010:

- Develop and implement a major gifts strategy
- Increase focus on annual giving operations

Evidence of Progress for 2009-2010:

- Progress was limited due to need to revamp website
- Dean and Director of Development spent 20 days at Camp Brosins in Summer of 2010 cultivating relationships and requesting donations

Activities planned for 2010-2011:

- Develop and promote School case statement for the IUPUI Impact campaign
- Have face-to-face interactions with 50 people who have the capacity to give $10,000 or more
- Initiate and implement direct mail and e-contribution strategies for targeted audience segments
- Develop giving groups targeted toward increasing giving amounts

☑ Redefine role of Director of Development and External Affairs

Campus Planning Theme:

Secondary Goals:
Secondary Goals
Sub Unit:
Time Frame:

Actions taken for 2009-2010:

- Redefine role such that Director is able to spend more time on fundraising

Evidence of Progress for 2009-2010:

- Role redefined and decision made to add an Assistant Director of Development and External Affairs

Activities planned for 2010-2011:

- Hire Assistant Director of Development and External Affairs

Fiscal Health

Reallocation Plan

Other Question(s)

1. Please describe faculty/staff participation in the planning process in your unit. What factors strongly influence your budget and planning priorities? Please give examples, which might include attracting and retaining undergraduates, strengthening graduate programs, building collaborative partnerships, increasing diversity in faculty and student populations.

Beginning in August 2009, the faculty from the Departments of Physical Education, and Tourism, Conventions and Event Management engaged in a strategic planning process geared toward identifying priorities for the School of Physical Education and Tourism Management. Over a four-month period, ideas were brainstormed and organized, working groups were created, and several drafts of an overarching plan were developed, presented and revised based on feedback from faculty and staff. In January of 2010, “Focus for the Future: Strategic Directions for 2009-2013” was finalized (see [http://petm.ipui.edu/who_we_are/strategic.html](http://petm.ipui.edu/who_we_are/strategic.html)). This plan outlines the strategic priorities for the school through 2013. The seven initiatives outlined in the plan are:

a. Establishing a national research reputation in the areas of tourism, kinesiology and service learning
b. Focusing and developing our graduate programs
c. Delivering innovative undergraduate programs
d. Becoming a best practice in faculty and staff development
e. Positioning PETM as an authority on wellness, tourism, and sports marketing issues
f. Expanding the resource base to solve facility problems, support faculty efforts, and enhance the student experience

Tactical elements associated with each of these six initiatives are refreshed (based on the previous years’ progress) and developed prior to the beginning of each academic year. Therefore, a new set of strategic actions was developed and discussed prior to implementation in August 2010.

During the budgeting process, any incremental or new requests for money must be presented in the context of how they are furthering our progress toward these over-arching goals and the tactics within each initiative. The School of PETM has a
Budgetary Affairs committee comprised of three faculty members and one staff member. Budgets are presented to this committee for comment and recommendations, which are made to the Dean.

2. How do the plans within your unit align with the President’s Principles of Excellence and the Chancellor’s Guideposts? Please describe your process for integrating your unit’s plans with those of the campus.

The six initiatives noted above align very well with both President McRobbie’s Principles of Excellence and Chancellor Bantz’s Guideposts. Below is a description of the numerous instances where Focus for the Future aligns with the related initiatives:

**Principle 1: An Excellent Education/ Guidepost 1: Improving Educational Outcomes**

Two of our six initiatives are geared toward providing an excellent education. Our second initiative is focused on the revision and development of graduate programs consistent with the expertise of our faculty. Among the tactical elements under this priority is increasing the number of graduate assistantships, which should assist with the goal of improving educational outcomes. Our third initiative is focused on innovation in undergraduate education. A variety of tactical elements exist within this priority including revision of all curricula, furthering our leadership in service learning experiences, and adding more RISE programming for our students.

**Principle 2: An Excellent Faculty/ Guidepost 2: Continue to Enhance Faculty Quality**

Within our fourth initiative (excellence in faculty and staff development), there are a variety of recommended actions related to faculty success. These include revision of the P&T document, creating a faculty planning process that leads to the creation of individual goals, and implementing a formal mentoring program for all faculty.

**Principle 3: Excellence in Research/ Guidepost 3: Graduate Education and Research**

Our first initiative explicitly states a goal of developing a national reputation in three key areas. Action elements associated with this priority include the creation of research centers, creating a seed funding research pool, and increasing mentoring.

**Priority 4 – The International Dimension/ Guidepost 4: Deepen Partnerships**

A focus on increasing RISE programming is a goal within our initiative related to undergraduate education. A key component of this is providing additional international opportunities for our students.

**Principle 5: Health Sciences and Health Care/ Guidepost: Health Sciences Programs**

The costs of obesity coupled with the benefits of physical activity and movement are critical to the prevention of chronic or isolated health problems. Although PETM is not often thought of as a “Health School”, it has over 400 students studying exercise science, many of whom will go on to careers in physical therapy, occupational therapy, personal training and other health care fields. PETM also has over 100 studying to be teachers of physical education. As part of initiative four, PETM hopes to be seen as a leader in wellness by being on the forefront of using physical activity to foster positive health outcomes. Specific actions proposed include creating a wellness course targeting the general student body.

**Principle 6: Engagement and Economic Development/ Guidepost 6: Enhance Engagement**

The enhancement of service learning efforts is present under both the first initiative (building a national research reputation) and the third initiative (delivering innovative undergraduate programs). Additionally, the approval and implementation of a new graduate program in Event Tourism (within initiative two – graduate education) is geared toward additional engagement with the community and playing a role in the promotion of tourism within Indiana.

**Principle 7: Excellence in Advancement/ Guidepost 7 Increasing the Resource Base**
Initiative six of Focus for the Future specifically focuses on increasing the resource base for PETM and specifies strategies (such as adding a second development officer) and metrics to measure improvements in development.

**Principle 8: Building for Excellence/Guidepost 8: Improve Campus Physical Environment**

One of reasons increasing the resource base is so important for PETM (in initiative six) is that like many schools at IUPUI, PETM is facing significant space shortages on campus. Therefore, one of the reasons that PETM is striving to increase the resource base is to enhance our infrastructure. This has also been translated into a priority for the IUPUI Impact Campaign.

**Guidepost 12: Increase Communication**

More effectively marketing PETM is the focus of priority number five within Focus for the Future.

3. What longer-term trends (5-10 years) exist in your discipline/field that will affect your unit?

There are several notable trends that we believe will positively impact our fields in the next five to ten years:

- **The health care model moves from focusing on treatment to focusing on prevention** - There are both economic and social arguments to be made for a strong focus on prevention. The recently enacted health care legislation incentivizes preventative efforts (namely a healthy diet and regular physical activity) as opposed to multiple treatments once someone has become ill or developed a chronic condition. As a result, many entities (including the Department of Labor and our contacts in Clarian) envision significant growth for students with backgrounds in exercise and physiology. Similarly, there is an emerging strong demand for physical activity instruction outside of the school, most notably in after school programs. So, whereas physical education programs typically have seen reductions, we anticipate the need for physical activity programming and instruction to increase given the increase focused in extra-curricular areas. This is particularly true given empirical evidence which shows a positive relationship between physical activity and cognitive function (http://kch.illinois.edu/Research/Labs/neurocognitive-kinesiology/focus.html).

- **Indiana continues to heavily rely on the tourism industry as an economic driver** – By February 2011, the city of Indianapolis will have added 1,600 hotel rooms to an already large supply of rooms. This means that there will be even more of a focus on attracting out of town visitors to Indianapolis. This should create an even greater demand for graduates with expertise in tourism promotion, event promotion, convention management, and hospitality management. As a result, it should create even more opportunities for our programs in tourism management and sport management to partner with industry on educational opportunities and job placements for IUPUI PETM students.

4. If the University experiences further budget cuts, what existing and emerging programs/initiatives in your unit will be your highest priorities?

Based on the Focus for the Future strategic plan, the following areas, programs, and efforts will be our highest priorities:

- Increasing research output and generation of research dollars related to kinesiology and tourism development and promotion
- Protecting our revised graduate and undergraduate programs and ensuring strategies around student success continue to be implemented (advising, RISE programming, etc.)
- Supporting all forms of community engagement, but most notably in the areas of service learning and non-governmental grant solicitation