



INDIANA UNIVERSITY

**SCHOOL OF PHYSICAL EDUCATION
AND TOURISM MANAGEMENT**

IUPUI

A Focus for the Future:

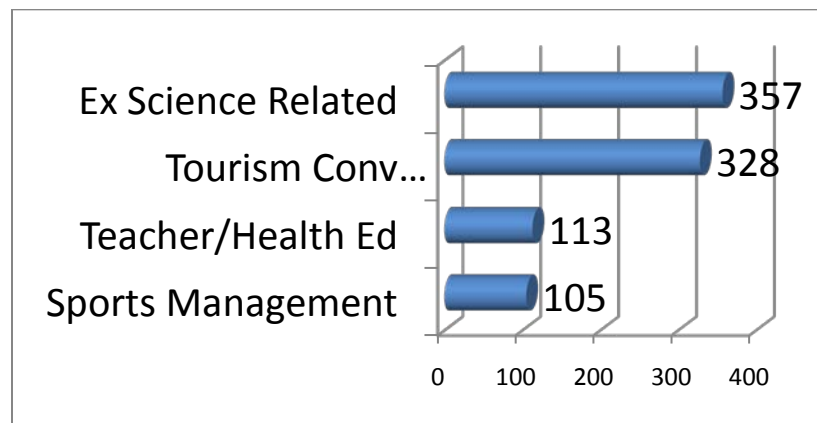
Strategic Directions for 2009-2013

Our Trajectory

The School of Physical Education and Tourism Management is the oldest unit at Indiana University-Purdue University Indianapolis (IUPUI), and also the oldest existing school for the preparation of physical education teachers in the country. The school was founded in New York City in 1866 as the Normal College of the American Gymnastic Union. Normal College merged with Indiana University in 1941. In 1972, the name of the college was changed to the School of Physical Education and in 1994 the School of Physical Education added the Department of Tourism, Conventions, and Event Management, and was formally renamed the School of Physical Education and Tourism Management. The school also operates an auxiliary unit, Camp Brosius in Elkhart Lake, Wisconsin, for which it assumed management responsibilities in 2004. The school's history with Camp Brosius dates to 1921 when it was purchased by the Normal College to offer summer physical education courses to its students (often referred to as "College Camp"). Finally, the PETM is the home of the Military Science (ROTC) program on the IUPUI campus. Students that complete the coursework are commissioned into the United States Armed Forces as Second Lieutenants.

PETM Today

The School of Physical Education and Tourism Management (PETM) is comprised of 35 full-time faculty members (as well as eight military science officers who teach in the military science program) and eight full-time staff members serving more than 900 students. PETM experienced dramatic growth over the past ten years. The school now offers bachelor's degrees in 1) physical education with concentrations in exercise science, fitness studies, sports management, teacher education; and 2) tourism, conventions and events management (see table below for student distribution). PETM offers a general masters degree in physical education.



PETM is located in the Physical Education/Natatorium building on the IUPUI campus. Due to the growth that the school has experienced, it is no longer possible to house all the school's faculty in the building. As a result, beginning in July 2008, the school began renting space on Waterway Boulevard to house a portion of the TCEM faculty. The Department of Military Science is housed in the Union Building.

Executive Summary

In order to plan for the future of PETM, faculty engaged in strategic planning discussions geared towards identifying areas of focus for PETM over the next four years. Six strategic objectives were identified to guide PETM's work for the next 4 years:

1. Establishing a national and international reputation for research in the areas of 1) physical activity, 2) event tourism, 3) sports marketing, and 4) service learning
2. Offering graduate curricula around faculty expertise and industry/professional needs which allow for the establishment of leadership related to a focused area of study
3. Establishing a reputation as a leader in the delivery of cutting-edge undergraduate programs which optimally prepare students for success after graduation
4. Becoming a best practice in faculty and staff development
5. Promote PETM as an authority, or go-to source for information related to our areas of scholarship or research expertise through increased communications about our work
6. Expanding the resource base to solve space problems and support faculty initiatives

While each of these objectives represents a "stretch" from where PETM is today, each objective is achievable. These six objectives all work in concert with each other as a means of realizing positive outcomes as depicted in the figure below:



Strategic Initiative #1 – Establishing a Research Reputation

Objective

Establish a national and international reputation for research in the areas of:

1. **Outcomes of Physical Activity**
2. **Event Tourism**
3. **Sports Marketing**
4. **Service Learning**

Goals

By December 2013, PETM will:

1. Publish 15 refereed journal articles or proceedings related to the scholarship of teaching and learning annually (7 in 2008)
2. Publish 25 refereed journal articles or proceedings related to research annually (17 in 2008)
3. Increase annual external research grant and contract funding to \$1.5M annually (\$77,910.90 in FYE 2009)

Supporting Actions:

1. **Creation of research centers** – Currently the school is home to only one research center. Over the next four years, PETM will create at least two research centers related to the four areas of research focus articulated above.
2. **Increase the involvement of students in the research process** – Related to recommendations under the graduate program initiative, the school will, where applicable, create and revise graduate curricula such that there is greater engagement of graduate students in the research process. Efforts will also be made to expand the number of research experiences afforded undergraduate students.
3. **Create a seed funding research pool** – In addition to FROG grants, a pool of money will be set aside as potential seed funding for research projects which have the capacity to generate external resources, or result in “A-level” journal publications.
4. **Increase mentoring around research** – Actions will be taken to increase the dialogue and interaction around research within the school. As PETM has a history focused on teaching and intellectual contributions are an important consideration for all faculty, mentoring around the scholarship of teaching and learning should be a significant component of mentoring endeavors.
5. **Increase physical space for research** – In order to support increased research activity, the school will identify and secure additional lab space.
6. **Develop a strategy related to quantity versus quality** – Internal mechanisms will be created to reward exceptional accomplishment in research, whether in the attainment of a large grant or through publication of a paper in the leading journal in the field.
7. **Development of a system to support increased grant submissions** – In order to increase the number of grant submissions, and increase the likelihood of success, systems to support grant writing and budgeting will be explored and developed.

Strategic Initiative #2 - Graduate Programs

Objective

Offer graduate curricula around faculty expertise, industry/professional needs, and research which allow for the establishment of national leadership related to a focused area of study

Goals

- By May 2010, revisions to the MS in physical education will be formally submitted to relevant university committees for approval
- By January 2011, begin offering classes in the MS in Event Tourism
- By September 2011, submit one proposal for a new graduate program within PETM
- By September 2012, double the number of graduate assistantship opportunities (currently 6)
- By September 2013, submit at least one doctoral degree proposal

Supporting Actions

1. **Establish learning objectives for each master's program** – Learning objectives will guide the development and revision of curricula such that all courses are linked to specific learning objectives.
2. **Revise and focus the MS in Physical Education** – The master's program will be revised to more accurately focus efforts where faculty expertise, student interest, and placement opportunities exist.
3. **Leverage location to communicate with employers about curricula and opportunities** – As part of the curricula revision, faculty will take advantage our location in Indianapolis to interact with various industry members about learning objectives and coursework for the master's programs. Where master's programs are more research- based, feedback from doctoral programs will be sought while revising the curricula.
4. **Ensure curricula provide relevant experiences** – Depending on the focus of the graduate program (applied or research), the curricula will be constructed to provide students with multiple experiential learning opportunities relating to either practice or research.
5. **Explore the creation of additional graduate programs** – Through a survey of external industry and societal trends as well as internal IUPUI academic capabilities, PETM will explore the creation of new, and where applicable, interdisciplinary graduate degrees that could serve to enhance the profile of PETM and IUPUI, and would enhance existing strengths within the school.
6. **Increase the funding for graduate students** –In an effort to increase the profile of our graduate programs, the number of graduate students fully funded will **double in three years** through an examination of existing resource allocations and practices with respect to graduate students. Additionally, graduate student travel to research and professional conferences for presentation-related activities will be supported through competitive internal travel grants.

Strategic Initiative #3 – Innovation and Effectiveness in Undergraduate Education

Objective

Establish a reputation as a leader in the delivery of cutting-edge undergraduate programs which optimally and efficiently prepare students for success after graduation

Goals

1. Examine and revise all undergraduate curricula by August 2010
2. Overhaul the sport management program of study by August 2010
3. Develop two new minors that capitalize on faculty expertise and satisfy unmet industry needs by December 2010
4. Expand the number of RISE classes offered to 30 by September 2011 (currently approximately 20 different courses)
5. Establish leadership status in the percentage of honors students per student body by May 2013
6. Revise physical education elective program around a focus on the importance of lifelong wellness through physical activity
7. Examine and enhance advising and placement functions by December 2010

Supporting Actions

1. **Establish discipline-specific learning objectives for each undergraduate program while also ensuring alignment with the Principles of Undergraduate Learning (PUL'S)** – Discipline-specific learning objectives and PUL'S will guide the development and revision of curricula such that all courses are mapped to specific learning objectives.
2. **Revise all curricula to focus on innovative offerings delivered in a maximum of 124 credits** – With the learning objectives in mind, envision significant curricular revision where applicable. If PETM is to increase retention and graduation, it must provide an innovative academic program within the standard number of credit hours for an undergraduate education.
3. **Establish leadership on campus related to RISE programming and evaluation** – As a component of the curriculum revision, focus will be on identifying new opportunities for classes that align with RISE and maximizing all of our RISE experiences (e.g. internships, ROTC coursework, etc.).
4. **Better integrate our service learning experiences** – PETM offers up to 10 service learning courses every semester and a service learning coordinator was just appointed. However, right now they do not optimally work in unison. As part of curricular revision, a strategy with respect to student development through service learning will be created.
5. **Overhaul the sport management curricula such that it offers the opportunity to specialize at either the undergraduate or graduate level** – Develop a new plan of study that sees the student first develop general education breadth and fundamental business knowledge, progress into a core of sports management courses, and finish with a specialization. PETM's location in Indianapolis and the Midwest presents a great opportunity to quickly carve a leadership position in sports management

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6. **Develop and market minors in areas consistent with the school's focus** – Recent growth in certain areas suggests marketing of the existing health minor and creation of other minors could offer increased enrollment and diversity of academic background in PETM classes.
 7. **Create a required teamwork course for all undergraduate students** –Using lessons already learned in military science coupled with contemporary pedagogy around team building, PETM will create a unique team building course for all of its undergraduate students which will ideally be taken early in their academic career.
 8. **Develop strategies around centrally serving the student from start to finish on campus** –A strategy will be developed that identifies how support will be provided related to advising, internships, and placement. Where applicable, standardization of these services will be explored to maximize efficiency and further enhance the process.
 9. **Develop a campus-wide focus on health, wellness, and fitness** – In collaboration with other units on campus (e.g. nutrition, nursing, etc.), develop a three-credit course which has the potential of becoming a university-sanctioned 100-level course which focuses on educating students about all aspects of wellness and allowing them to experience physical activity/exercise as a course sub-component.
 10. **Revise and coordinate the physical education elective program** - Identify a person or group of people who will oversee the development of an elective program that optimally serves the campus and offers cutting-edge courses around physical activity and how it contributes to wellness.

Strategic Initiative #4 – Leadership in Faculty/Staff Development

Objective

Become a best practice in faculty and staff development

Goals

1. Develop a school-wide faculty workload model
2. All PETM employees will be engaged in mentoring relationships
3. All PETM employees will take part in some form of professional development every year
4. All PETM employees will be evaluated on an annual basis and clearly understand the components of the annual evaluation

Supporting Actions

1. **Develop and implement a standardized school-wide faculty workload model that accounts for individual faculty strengths** –A workload model will be developed by a committee comprised of faculty and administrators which will account for faculty contributions and effort in the areas of research, teaching, advising, and service.
2. **Institute annual faculty plans** – As an extension of the Faculty Annual Report, faculty members will complete annual self-audits as a means of reflecting on the previous year, identify professional goals for the coming year, and articulate professional development plans for the coming year
3. **Revise PETM promotion and tenure document** – The promotion and tenure committee will undertake a careful review of the promotion and tenure document in conjunction with the Dean to seek optimal alignment with the University promotion and tenure expectations and the Focus for the Future strategic initiatives document
4. **Evaluate and develop work goals for staff on an annual basis** – An annual evaluation process will be developed for all staff that will both look back on the past year and set goals for professional development and the accomplishment of new tasks in the coming year.
5. **Develop mechanisms for Dean and Department Chairs to receive feedback on an annual basis** – Every summer, human resources will seek feedback on the performance of the Dean, and the Dean will seek feedback on the Chairs. Both of these evaluations will incorporate feedback received from faculty and staff.
6. **Implement a formal mentoring plan for full-time faculty** – This will include three elements: 1) create a mentoring committee, where faculty can seek feedback and advice on the development and positioning of portfolios. 2) Create “communities of dialogue” around research and teaching. 3) Create a mentoring fund whereby faculty can apply for monies that will enhance the mentoring of either an individual or group of faculty.
7. **Develop a formal mentoring program for staff** – Create a mentoring program which serves to enhance the professional growth of staff through the following areas: 1) annual evaluation; 2) annual goal setting and professional development planning; 3) identification of mentoring relationships on campus (both within and outside of PETM).
8. **Increase intra-school communication** – Mechanisms will be created to increase communications between departments and from the Dean’s office.
9. **Implement formal cross-training of staff** – Every year, expand the staff’s capability to cover another staff member’s work through cross training.

Strategic Initiative #5 – Market/Promote PETM

Objective

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

Goals

1. Increase the number of media mentions by school faculty members annually for the next 4 years (need to establish 2009 benchmark and then set goals)
2. Implement an integrated communications effort (web and collateral material) by May 2010

Supporting Actions

1. **Develop a target communications plan for media members** – Enhance the existing database of media contacts in areas related to health, wellness, education, tourism management, event management, and sport management in Indiana. Send targeted individual communications to these media members articulating the different areas of expertise of faculty.
2. **Launch a redesigned website** – Develop and launch a new PETM website which is clean, clear, easy to navigate, and closely aligned with both the university visual identity and branding messages. The website will also provide stories about PETM which will help to build its brand.
3. **Develop a Dean's Cabinet of 20 executives from companies or organizations in fields related to the school's programs** – Strategically solicit membership from C- or V- level executives with visible health, tourism, education, government, or sport-related organizations. Board's charge will be to assist with curriculum development, facilitation of faculty and student engagement, brainstorming of faculty research projects, advocating for the school with their respective networks, and provision and assistance with resource acquisition.
4. **Develop collateral materials** – Contract with an outside marketing firm to assist with the development of collateral materials which will convey a distinct and unique image through collateral materials about the school. Ensure consistency of look and message with school website.
5. **Develop an internal communications plan** – In an effort to raise the awareness of our programs on campus develop a communications plan that targets key influencers on campus
6. **Seek membership as a health school** – Thus far, PETM has not been recognized as one of the "health schools" on the IUPUI campus. Most appropriately done at the dean level, with support from research efforts and curricular advancement, recognition as a health school would enhance the internal image of PETM.

Strategic Initiative #6 – Increasing the Resource Base

Objective

Expand the resource base to solve space problems and support faculty initiatives

Goals

1. Reunite PE and TCEM faculty under one roof by September 2015
2. Increase donations to PETM by 20% annually starting between 2010-11 and 2013-14 (approximately \$350,000 in 2008-09)
3. Increase participation in the annual fund by PETM alumni by 1% per year starting in 2009-10 and continuing through to 2013-14

Supporting Actions

1. **Develop a space plan** – Identify and project space needs, begin discussions on how to find space (new or refurbished) to satisfy the needs, and articulate a plan that will ultimately outline how the school can be housed under one roof and the costs associated with doing so
2. **Redefine role of Director of Development and External Affairs** – This position currently is consumed with publications and events planning, leaving very little time for fundraising work. The position will be redefined to create more time for fundraising activities.
3. **Develop a major gifts strategy** – Using the strategic initiatives process and IUPUI campaign as catalysts, develop a formal case for investment which can be presented to targeted, and cultivate prospects between 2010 and 2014.
4. **Increase focus on annual giving operations** – Exert more control over the annual giving process by integrating elements of the case statement into the script for the IU Telefund.