

COLLEGE OF PHYSICAL ACTIVITY AND SPORT SCIENCES
Strategic Plan 2016-2020

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MESSAGE FROM THE DEAN

West Virginia University's College of Physical Activity and Sport Sciences has over an 80-year history of training and graduating exemplary students, engaging in the discovery of new knowledge, and serving the people of West Virginia. The college entered into a new stage of development with the opening of the Health and Education Building in Fall of 2014, home of CPASS. With this new beginning comes new opportunities across the mission areas of teaching, research, and service. The development of the CPASS 2020 Strategic Plan provides us with a road map to strategically position ourselves to take maximal advantage of those opportunities.

Looking toward the future, it is our pleasure to share with you our Mission, Core Values, and Vision for the college. With that vision in mind, the college has created five major goal areas in alignment with the University's Strategic Plan. Within each goal area, and specific to the college, we have created specific and measurable objectives and actions which we will take to meet those stated objectives and goals.

I encourage you to take some time and browse through the proceeding pages to get a better sense of the college and its' mission to prepare the next generation of leaders and public servants. It is truly an honor and a privilege to serve as Dean of this college and work with our stellar faculty, staff and students to help make our vision reality. Mountaineers Go First!

Sincerely,

Dana D. Brooks, Dean

THE PLANNING PROCESS

The development of the CPASS strategic plan was truly a cooperative and comprehensive process involving administration, faculty, staff, alumni, and an independent external evaluator. The process began in the spring 2015 term with faculty discussing and providing input on revised mission, vision, and values statements.

In May 2015, a college-wide strategic planning retreat was held that included all faculty, administration, and a representative of the visiting committee. This retreat was facilitated by the Assistant Dean, Dr. James C. Hannon. Prior to the retreat the administrative team developed faculty work groups centered on the five goal areas within the WVU institutional strategic plan (Research, Education, Service, Diversity, and Internationalization) and an additional sixth wild-card group to discuss other potential areas of focus and/or concerns/issues for the college moving forward. The retreat began with a presentation from Dean Brooks that included the present state of the college and institutional priorities. Assistant Dean Hannon then made a presentation on the strategic planning process, priorities for the retreat, and affirmed the newly crafted Mission, Vision, and Values with additional faculty input. Faculty then broke into small work group sessions with the charge to craft goals, objectives, and action items. The day ended with faculty reconvening to a large group session with each work group presenting what they had developed throughout the day.

In the summer of 2015, the administrative team met on several occasions, including a mini-retreat to refine the plan and discuss priority areas. The revised plan was then redistributed to the faculty, and work groups reconvened for a half-day retreat in August 2015 to provide additional input and edits.

In early September 2015, the plan was sent to various members of the CPASS staff and visiting committee to review and provide input. Upon receiving this input the administrative team met once again to further refine the plan.

In late September 2015, the plan was sent to a nationally board certified expert on strategic planning, with no affiliation to CPASS or WVU for review. In October 2015 the administrative team made final minor adjustments to the plan based on the expert review.

MISSION

We conduct and disseminate high quality research, prepare our students to be innovators in their respective fields, and enhance the quality of life of the citizens of West Virginia and beyond.

VISION

We aspire to be among the best colleges globally in the creation and application of knowledge, and the mentoring of future professionals in physical activity and sport.

CORE VALUES

We are dedicated to the democratic purpose of education as a primary means for promoting healthy and productive lives. Therefore, although we value many things, our core values are:

- Application of knowledge
- Diversity, Equity and Inclusion
- Collaboration and Discovery
- Community Engagement
- Well-being

GOAL 1

Excel in research, creative activity, and innovation contributing to the understanding of physical activity and sport sciences.

Objective 1

CPASS tenure-track and tenured faculty will increase the number of peer-reviewed journal publications, book chapters, and books in national and international outlets to an average of 4 publications per year (Increase by .5 per year starting from baseline of 2.0).

Action Items

- Use of variable faculty workload plans to reflect faculty interest and expertise
- Strategic use of Teaching Assistant Professor, Clinical, and Tenure-track faculty lines to support mission of college
- Increased emphasis of collaborative team science, including both internal (cross-departmental; cross-programs) and external (cross-colleges and schools; cross-institutional) collaborations
- Reduction in tenure-track and tenured service and advising loads
- Creative use of resources and programming to foster scholarly productivity and collaborations (i.e. researcher speed-dating; shark-tanks, writing war-rooms, concept proposals, etc.)
- Continue to support scholarly presentation as another means of dissemination of knowledge

Objective 2

CPASS faculty will increase the number of external grants and/or contracts submitted by 20% and funded by 10%.

Action Items

- Establish a CPASS Office of Research and Innovation
- Increase number of funded grants that include indirect costs
- Shift grants/contracts officer position from 1/3 time to full-time status in order to provide greater grant submission and post-award management support
- Provide increased research time, incentives and rewards for faculty to submit grants and contract proposals (i.e. internal sabbaticals; summer grant writing incentives, etc.)
- Create and hire a post-doctoral research methodologist position to assist with research design, statistical analysis, and grant writing
- Facilitate collaborations with established investigators internal and external to WVU

Objective 3

CPASS graduate students will increase the number of first authored publication submissions by 35% and published work by 25%.

Action Items /

- Emphasize program specific research expectations during graduate student recruitment, specifically reflected in recruiting materials and admission letters
- Investigate the possibility of partial-reduction in Graduate Assistant responsibilities during the dissertation phase of program
- Write support for graduate research assistants into grant/contract submissions
- Create a graduate student research tracking and monitoring system
- Establish targeted recruitment of doctoral students with thesis/research backgrounds
- Review the structure of graduate education to better position students to increase research productivity

Objective 4

Foster collaborative and interdisciplinary research, and increase external funding and scholarship through the establishment of three college or university centers.

Action Items /

- Develop, approve and implement a Center on Coaching Science
- Develop, approve and implement a Center on Sport Ethics
- Conceptualize, approve and implement a research center with a multi-disciplinary focus

Objective 5

Increase visibility of CPASS research and scholarship by identifying and implementing three strategies per year.

Action Items /

- All tenured and tenure-track faculty will promote research visibility through use of digital data dissemination methods (e.g., Google Scholar; Research Gate profiles)
- CPASS will increase the number of faculty with designations as organizational Fellows through a strategic process of identification and nomination
- CPASS will develop a research section of the college website and will promote research using a bi-monthly news release
- CPASS will install research display monitors within the college
- CPASS will identify areas suitable for hanging monthly spotlight research posters
- CPASS will get recommendations from experts in library sciences on how to effectively disseminate research using multiple platforms
- Improve upon the integration of faculty research into CPASS strategic communication plan (e.g., social media posts regarding faculty/graduate student publications on a continual basis)
- Promote integration of faculty research into the undergraduate and graduate classrooms throughout CPASS and the WVU community

GOAL 2

Engage undergraduate and graduate students within CPASS in a challenging academic environment.

Objective 1

All programs in CPASS will meet and/or maintain accreditation and/or professional standards.

Action Items /

- The Physical Education Teacher Education (PETE) program will maintain NCATE/CAEP's status of "nationally recognized" based on meeting the SHAPE America's Initial Standards in Physical Education Teacher Education
- The Athletic Coaching Education (ACE) program will offer undergraduate and graduate level programs based on the NCACE and ICCE standards.
- The Athletic Training (ATTR) program will continue to meet all the standards established for CAATE accreditation, and will continue to be accredited as athletic training programs across the nation and transition to entry-level Masters before 2022. ATTR is now accredited through 2018-2019
- The Sport Management (SM) programs at the undergraduate and graduate level will continue to offer programs based on national standards for curricula and instruction delineated by the Commission on Sport Management
- Sport and Exercise Psychology (SEP) undergraduate and graduate level will offer programs based on available national standards for curricula and instruction

Objective 2

All undergraduate and graduate students will be engaged in a professional development and/or community outreach activity prior to graduation.

Action Items /

- Increase CPASS students' involvement in major clubs
- Require attendance of all doctoral students at a professional meeting during residency and encourage masters and undergraduate students' attendance
- Increase funding for graduate students to present research at professional conferences
- Increase number of CPASS related companies at WVU career fairs and encourage CPASS student attendance
- Increase practical experiences, action-based learning, service learning activities/opportunities across all CPASS majors
- Establish a tracking and monitoring system

Objective 3

CPASS will increase the quality (IR level of undergraduates; GRE and GPA of graduate students) and quantity of undergraduate and graduate students.

Action Items /

- Marketing and recruitment committee will develop a recruitment plan in conjunction with all CPASS programs
- Each major program will maintain an updated communications plan
- Update and maintain CPASS website and any other recruitment materials
- The uncommitted undergraduate students will be actively targeted as applicants for our majors
- With representation from all CPASS majors on the student ambassador program, utilize the program to increase the number of students contacted and the overall yield
- Restructure advising office to become the Office of Student Success to better suite needs of CPASS students
- CPASS Coaching and Teaching Studies will launch a new major called - Physical Activity and Fitness Education
- CPASS Coaching and Teaching Studies will launch new minors called – Coaching Well-being; Youth physical activity leadership; Adapted physical activity
- CPASS will develop and launch several Accelerated Bachelor's to Master's degree options
- CPASS will explore creation of a hybrid Ed.D. generalist Kinesiology program

Objective 4

Retain 90% of first-year freshman CPASS students, 35% through to 4-yr graduation, and 60% through to 6-yr graduation.

Action Items /

- Determine current freshman retention rate – ARGOS
- Reduce numbers on academic probation/suspension
- The CPASS Living-Learning Community (LLC) will implement a variety of retention strategies (study halls; group activities; projects, etc.)
- Utilize exit interviews as a means to improve programming in all degree areas

Objective 5

All CPASS online courses will meet Quality Matters (QM) standards by 2020.

Action Items /

- Develop a plan for preparation and review for online courses approved by the administration
- Train faculty in QM who teach online courses
- Graduate and minor online courses will be prepped to meet QM standards
- Recruit professionals to serve as content or discipline reviewers

GOAL 3

Enhance the well-being and quality of life of the people of WV through physical activity and sport related programming.

Objective 1

Increase the reach of health enhancing programs and partnerships facilitated by CPASS personnel serving local and state entities by at least one new program per year.

Action Items

- Establish a baseline and continue tracking total number of programs, and faculty and staff engagement in service programs and partnerships
- Tie growth of community outreach efforts with strategic research and teaching initiatives (i.e. grants/contracts, publications, service-learning, Lifetime Activities Program programming)
- Investigate the creation of a Center for Active WV to mobilize and disseminate WV Physical Activity Plan priority areas throughout the state
- Develop a plan to increase specialized health and wellness services for people with disabilities and disease risk factors
- Investigate collaboration opportunities with other WVU colleges and programs

Objective 2

Increase CPASS student opportunity for involvement in university, local, state, and national health-enhancing service opportunities by at least one new program per year.

Action Items

- Establish a baseline and track student involvement in service/outreach
- Define experiences by discipline and vary experiences in fields
- Identify and disseminate opportunities for student service
- Utilize CPASS LLC to plan and deliver local service programming

Objective 3

Increase CPASS/University visibility for service efforts by identifying and implementing two strategies for recognizing or increasing visibility.

Action Items

- Establish rewards and recognitions for outstanding faculty, staff and student service
- Recognize service related presentations and publications via social media and newsletters
- Disseminate information about CPASS service activities to the public (i.e. local, regional, national, international)
- Host a CPASS service day each year to showcase faculty/staff/student service involvement

GOAL 4

Foster a climate in CPASS that values diversity and inclusion.

Objective 1

Maintain an inclusive and accessible work and learning environment.

Action Items /

- Document compliance of ADA requirements of all CPASS physical/building spaces
- Adhere to and promote existing WVU policies and procedures related to diversity, equity and inclusion across all levels of CPASS

Objective 2

Increase recruiting and retention efforts of CPASS personnel and students who are representative of the global community.

Action Items /

- Conduct an audit of current students of disadvantaged/underrepresented groups perceptions of major, how they were recruited, suggestions for CPASS improvement
- Develop a marketing and recruitment plan sensitive and attractive to the global community (i.e. Spanish language version of marketing materials, international fairs, maintain website resources for international students, etc.)
- Develop procedures for inviting and hosting visiting professionals and exchange students
- Target financial support for the creation of scholarships, fellowships, etc., for under-represented groups
- Work with LLC to develop a system of student support and mentoring
- Identify Community Colleges where articulation agreements could be created
 - Establish at least one new articulation agreement a year
 - Current/possible - Northern VA CC, Columbus State CC, Garrett, New River Valley in S. Beckley, College of Southern Maryland

Objective 3

Maintain participation in diversity, inclusion, and equity-related programming for faculty, staff and students

Action Items /

- Identify and expand CPASS opportunities for outreach, engagement, and/or experiential learning in diverse populations (e.g., SES, geography, race, etc.)
- Embed diversity and inclusion broadly across instructional programs and curricula
- Connect to existing University-wide diversity efforts, programs, and initiatives

GOAL 5

Advance international opportunities within CPASS.

Objective 1

Develop a formal college-wide structure to help support and promote faculty and student engagement in the international mission of CPASS.

Action Items /

- Create incentives to reward faculty advancement of CPASS's international mission (i.e. Travel funds, Faculty Workload Plan Recognition, Award recognition)
- Fully integrate the International Center for Performance Excellence (ICPE) into the international mission of CPASS
 - Lead in establishing a CPASS international club to promote and organize events
 - Identify resources for creation of a scholarship for study abroad
 - ICPE will provide administrative support for international initiatives
 - ICPE will develop and administer annual recognition for faculty (and students) who engage in outstanding contributions to CPASS's international mission.

Objective 2

Offer at least one internationalization experience per year within CPASS programs.

Action Items /

- Inventory available G classes and faculty teaching these courses
- Initiate the development of appropriate classes within CPASS that will have a G-designation
- Offer a variety of study abroad experience for CPASS students
- Host a fall international physical activity & sport day hosted by CPASS in conjunction with WVU Diversity Week

Objective 3

Seek at least one college-wide external funding proposal from international sources for each international experience.

Action Items /

- Identify and target international funding and program opportunities (i.e. State Department Grants (Sport Diplomacy Grant); "Aspire" sport academy in Qatar)
- Promote multidisciplinary collaborations among faculty
- Identify and disseminate information about support systems within CPASS and WVU for these international teams (i.e. OIP, Research & Grants Committee, Grants/Contracts Officer, WVU faculty and graduate student partners).

IMPLEMENTATION AND ACCOUNTABILITY

This document represents a strategic direction for the college over the next five years. In addition to the strategic plan, administration has worked to establish a timeline, resources required, and responsibilities for implementation and assessment of the plan.

At the end of each academic year, we will prepare a report on progress made toward implementation of the plan. This report will be shared with faculty, staff and the visiting committee and will be posted on the CPASS webpage. To be successful in today's higher education environment, colleges must be nimble and responsive to change. With this in mind we will continually assess and modify the plan as needed.

Thank you for sharing in our quest, Mountaineers Go First, and CPASS leads the way!