

KHS Faculty Unit Review

Appendix 1

Organizational Structure Document



Introduction

Historical Organizational Structure:

We have been a faculty that has, over time, departmentalized itself into operations where each unit has a particular target audience or specific mandate (e.g., Programming for university athletes, recreational programming for undergraduate students, exercise programming for adults or the aged, programming for children, etc.). Some of these are official – in that they have become a formal operation in the faculty (e.g., Athletics, Academic Programming, DPSC) - others have been added informally over time.

Our Challenge:

One of the outcomes of the historical organizational direction is that the Faculty has become increasingly decentralized. Most of our units have operated independently and often made decisions without considering other parts of the Faculty or the University. Generally, there was often little thought to how an individual's or group's/unit's activities impact other areas; or where areas might be able to collaborate to reduce costs or gain efficiencies.

For much of the last decade (and the foreseeable future), we (the Faculty and University) have (will) operated in an environment requiring increasing fiscal restraint. At the same time, we have seen growth in the number of students we are serving academically as well as the number of students and community clients being served through our ancillary operations.

During the last decade, all units on the campus have been asked to reduce their reliance on centrally provided resources. Although KHS has added permanent positions in the past 5 years, they have almost always been targeted toward the core mission of the Faculty and the University (teaching & research).

At the same time, we have often chosen not to fill vacated positions and have, overtime, had to eliminate these vacant positions to meet our fiscal obligations (i.e., reducing our centrally funded budget allocation). This trend has required a more strategic operational structure for the Faculty; a sharpening of our focus on key activities and core programming. We have had to look for better ways to accomplish what we have been tasked to do; to be far more strategic in our planning and action.

New Organizational Structure:

I have argued since the start of my time as Dean (beginning in July, 2013) that we will need to become different to meet the challenges of the future. Our 2015-2020 strategic plan directed us to:

- a) maximize the use of our resources (human, capital, financial),
- b) operate in a sustainable fashion and adapt to our changing operational landscape, and
- c) provide our students (undergraduate, graduate, athletes) with practical, applied experiential learning work and internship opportunities.

The new organizational structure will:

- a) encourage increased collaboration and communication,
- b) maximize the Faculty's operational effectiveness by reducing duplication of activities and expenses,
- c) increase communication and collaboration with important University units (e.g., External Relations - communications, donor relations, alumni relations; Facility Management; Student Affairs, Financial Services, CCE, etc.),
- d) strategically increase communication and collaboration with community-based stakeholders (e.g., alumni, community groups, non-profits, charities),
- e) strategically align individuals into teams based on similar functions/activities or program areas, and
- f) strategically plan for future growth and opportunity.

Brief Overview of the New Organizational Structure (See Figure 1)

A. Day-to-Day Operations

1. Executive Leadership Team (ELT) (i.e., direct reports to the Dean)

Accountable to the University for Faculty level decisions and activities

The ELT is made up of the following roles:

Dean

Associate Dean – Undergraduate

Associate Dean – Graduate Studies, Research & Special Projects

Director, KHS Operations

Director, Sport, Community Engagement, and Athlete Development

Executive Assistants

2. Strategic Leadership Team (SLT)

Provides Faculty level leadership & are accountable for actions and decisions made by Operational Support Teams, Core Programming Teams, and Strategic Portfolio Clusters.

The SLT is made up of the following roles:

Members of ELT

Manager, Facility Services

Co-ordinator, Health & Performance Programming

Co-ordinator, Student & Youth Programming

Manager, KHS Communication & Marketing

Manager, Business Operations

Faculty Donor Officer

Faculty Advancement Coordinator

3. Operational Support Teams

These teams provide important support for all four Core Programming Teams (refer to #4 below).

The Operational Support Teams (OST) include:

Business Operations Team

Communications and Marketing Team

Development, Fundraising & Sponsorship Team

Facilities & Student Employee Team

4. Core Programming Teams

These teams are responsible for (a) the delivery of the Faculty's core programming; (b) delivering on strategic initiatives in the Faculty; (c) micro level planning; (d) activating macro plans & initiatives

Core Programming Teams are:

Teaching, Research and Academic Programming (TRAP)

Varsity and Club Sport Programming (VCSP)

Campus & Community Programming (CCP)

B. The Strategic Elements

1. Strategic Portfolio Clusters¹

These clusters are responsible for annual high-level strategic planning and monthly/bi-monthly² oversight of key Faculty strategic operations. Each includes at least some representation from the Strategic Leadership Team, Core Programming Teams, and Operational Support Teams. May also include student representatives and/or representatives from University Units or Community Partners (e.g., Rams, etc.)

Initial Clusters include:

Programming Portfolio Team (PPT) (see Appendix 1 for TOR)

Athlete Health & Performance initiative (AHPi) (see Appendix 2 for TOR)

Events Portfolio Team (EPT) (see Appendix 3 for TOR)

¹ May add or subtract clusters as determined strategically in our 5-year cycle. Others might include: Community Engagement and Outreach, Student & Athlete Learning and Leadership Development, Academic & Research Programming and Initiatives

² Dependant on what the cluster believes is required

Scope of the Organizational Parts

Important Note:

It is understood that some individuals will be members of more than one team. The Dean is an ex-officio member of each team. Members of the Executive Leadership Team/Dean's Office are often assigned to more than one team. Individual roles may cross teams.

One of the goals (and consistent with the direction of the University and Faculty strategic plans) is to provide/introduce student focused experiential learning opportunities into each of the teams and each strategic portfolio clusters. In some cases, these are already in place (e.g., practicum placements, fieldwork placements, internships, co-op opportunities, graduate student assistantships, etc.) while in others, we would work to introduce such opportunities.

1. Executive Leadership Team (See Figure 2)

The role of the Executive Leadership Team is to ensure the Faculty of KHS is aligning with and contributing to the University of Regina's mission, vision and strategic plan. The team will be focused on fiscal sustainability while contributing to the academic mission, community engagement and student-life enhancements in the form of sport, recreation and health/wellness initiatives. The team is responsible for moving specific objectives of Faculty of KHS strategic plan forward.

Roles/Positions Assigned:

Dean

Associate Dean, Undergraduate

Associate Dean, Graduate Studies, Research & Special Projects

Director, Sport, Community Engagement & Athlete Development

Director, Faculty Operations

Executive Assistants

2. Strategic Leadership Team (Refer to Figure 1)

The role of the Strategic Leadership Team (in addition to the Faculty Executive Team) is to ensure the Faculty and its various parts are coordinated, collaborating, and moving together toward the stated vision and carrying out the collective missions.

Specifically, this group is responsible for (a) strategic plan implementation and oversight, (b) ensuring the Faculty brand reflects well on the University (c) that Faculty programming serves the University and the community well, (d) provide direct oversight/support/performance management and leadership to the *operational support teams* and the *core programming teams*, (e) ensure Faculty and University policy compliance across the Faculty, and (f) budget planning (including setting spending caps and revenue targets).

Roles/Positions Assigned:

Member of ELT
Manager, Facility Services
Co-ordinator, Health & Performance Programming
Co-ordinator, Student & Youth Programming
Manager, KHS Communication & Marketing
Manager, Business Operations
Faculty Donor Officer –
Faculty Advancement Coordinator –

3. Business Operations Team (Refer to Figure 3)

Each of the core programming teams, the other operational support teams, and the strategic portfolio clusters require varying levels of human resource, financial, client service, and administrative support. While the application of these skill areas may be diverse, there is a need to unify policy and process to ensure clear understanding of KHS operations by both internal and external stakeholders. The goal is to provide a consistent experience for the communities we interact with, regardless of the means of interaction.

This Business Operations Team provides support and services necessary for all aspects of Faculty operations. This includes, but is not limited to budget and spending oversight, purchasing, reception, sales, client services, event support, program participant feedback collection, document management, IT/software oversight and support, and general administrative support to each of the functional teams. Utilizing a cross-trained team of subject matter experts, the *Business Operations Team* assists the *Strategic Leadership Team* and the *Operational Support Teams and Core Programming Teams* carry out their various responsibilities. Members of this team ensure administrative considerations are on the decision making table, seek operational efficiencies, and ensure adherence to Faculty and University policy. The Business Operations Team is the Faculty's primary link to University Financial Services, Supply Management Services, and Information Services.

Roles/Positions Assigned:

Director, KHS Operations,
Manager, Business Operations
All clerical/financial/program support staff (i.e., CUPE positions currently classified as Record Clerks, Secretary, Financial Clerk, Reception, etc.),

Current Active Net/Systems related positions.

4. Communications and Marketing Team (Refer to Figure 4)

This team is responsible for marketing, media, and communication related functions of the Faculty as a whole. The goal is to ensure that we maximize the use of all our media tools and deliver marketing related messages related to Faculty activities/events/programs in a coordinated manner.

This team oversees, manages, and coordinates marketing and communication efforts within the Faculty (includes Website, Social Media Platforms, Print, and Broadcast). This team also ensures internal efforts related to marketing and communications are coordinated with External Relations (primarily the Communications section) and important community partners (e.g., Rams Board).

Roles/Positions Assigned:

*Director of SCEAD,
Manager, KHS Communications & Marketing (APT)
Coordinator, Events and Marketing (APT)
Coordinator, Digital Media and Marketing (Proposed Position) (APT)
Communications & Marketing Intern/Coop or Graduate Assistant
Sport Information Intern/Coop or Graduate Assistant
SRS 130 Student Practicums
SRS Fieldwork Students
Members of the Creative Media Team*

5. Development & Sponsorship Team (Refer to Figure 5)

This team, primarily reporting to Communications and Advancement (i.e., Director, Donor Relations and AVP – Advancement & Communication), but working closely a coordinated manner with the Dean and the Director, SCEAD, provides oversight and coordination of all development, fundraising, sponsorship, and alumni engagement related initiatives for the Faculty as a whole. The focus here is on diversifying the donor prospect pool and increasing the sources of revenue that is generated for priority projects, that advance the Faculty's strategic plan.

This team oversees development, sponsorship, and fundraising for sport, health, leisure and academic/research programming to ensure a coordinated and integrated approach. The team also provides oversight and approval for smaller initiatives undertaken by individuals (e.g., team fundraising). Coordinates Faculty based activities with those of the University Advancement and Communication. Ensures that activities of key partners (e.g., Rams Board, team alumni groups, etc) are coordinated with those of the University and the Faculty.

Roles/Positions Assigned:

Dean

Director, Sport, Community Engagement & Athlete Development,

Faculty Advancement Coordinator

Donor Officer

Coordinator, Events and Marketing (APT) (Part of this role is responsible for small sponsorship work)

6. Facilities & Student Employee Team (Refer to Figure 6)

This team is responsible for oversight and management of CKHS building operations. Building operations is defined as any academic and non-academic space currently assigned to the Faculty of Kinesiology and Health Studies for stewardship – including the physical space associated with the FLC & DPSC (in its entirety), pool, gymnasiums, classrooms, labs, locker-rooms, and offices. The scope of the responsibility includes oversight and management of equipment associated with that space.

This oversight/management/responsibility includes the following: Coordinating maintenance and repairs of space and equipment; facility related budget management; liaising with Facilities Management or Information Services with regard to renovation, maintenance, and repairs; all facility bookings and rentals; physical plant risk management; hiring, training, direction, supervision, evaluation, and oversight of pool, facilities, and FLC staff; responsibility for Resound/SOCAN music tariffs; and, application of the Faculty's Facility Policy; liaising with external rental groups to ensure a positive rental experience; liaising between rental groups/user groups/event users, and Student Affairs, Hospitality Service, Parking Services, Advancement & Communications i.e., (relevant campus partners) to ensure a positive experience on the campus is provided

This team's work will assist the Faculty, as a collective, to ensure we make effective use of our physical space and the equipment required to do our collective work. A secondary purpose is to maximize the net revenue generated through building/space related activities (e.g., rentals, etc.).

Responsible for coordinating with Facilities Management and Information Services on facility associated changes.

Roles/Positions Assigned:

Director, Faculty Operations

Manager, Facility Services (APT)

Facility Services Coordinator (APT)

Facility Booking Clerk (CUPE)

Facility Services Attendants (CUPE) (1 FTE funded by President's Office)

*FLC, Aquatics Centre & Equipment Room Attendants
FLC Student Trainers
Event Staff (Co-supervision with Varsity & Club Sport)
Fieldwork Students or SRS 130 Practicum Students
SRS Intern/Coop or Graduate Assistant*

7. Teaching, Research, and Academic Programming (TRAP) (Refer to Figure 7)

This team provides oversight and approvals for research, honours, and undergraduate and graduate student related programming (including regulation & policy development, and building approval to submit to Graduate Faculty Council and/or KHS Faculty Council).

This team, under the leadership of the Dean and Associate Deans (Graduate Studies, Research & Special Projects & Undergraduate), is responsible for providing vision, direction, coordination and delivery of teaching, research, and academic related activity in the Faculty. This includes, but is not limited to: development of policies and procedures to ensure the safety of research related activities and participants, proposing changes to honours and graduate curriculum, proposing activities/programs/strategies that will increase grant and/or contract funding attracted to support research across the Faculty, and work to coordinate research opportunities through other programming areas in the Faculty.

The Associate Dean - GSRSP (and/or members of the Academic Planning & Programming Committee) is/are our Faculty's direct liaison to (a) Faculty of Graduate Studies, (b) University Research Office, and (c) VP Research. This team has important communication links with Human Resources with respect to safety of research participants and UR International concerning international graduate students and faculty related mobility.

Under the direction of the Associate Dean – Undergraduate, this team is responsible for the oversight and management of the Kinesiology & Health Studies Undergraduate programs. These programs include the Bachelor of Kinesiology (including Honours), Bachelor of Sport & Recreation Studies (including Honours), and the Bachelor of Health Studies. The Bachelor of Health Studies is a joint program with the Faculty of Arts and First Nations University of Canada and is guided by the BHS Advisory Committee.

The Associate Dean – Undergraduate (and/or members of the Academic Planning & Programming Committee) is/are our primary liaison to the key elements of Student Affairs (e.g., Registrar, Recruiting, Counselling Services, etc.) as well as UR International (at the Undergraduate level - recruiting & mobility)

Direction and advice regarding teaching, research, and academic matters is provided through the monthly TRAP meeting and the Academic Planning & Programming Committee . All substantive changes to existing programs, or the introduction of new programs, will first be discussed at TRAP and/or Academic Planning & Programming Committee prior to moving forward for approval at Faculty Councils. The motions to Faculty Council (KHS or Graduate Studies) come from the Academic Planning & Programming Committee . Other working groups may be established from time to time to assist TRAP or the Academic Planning & Programming Committee in their work (e.g. BKIN Review Working Group).

Roles/Positions Assigned:

Dean
Associate Dean – GSRSP
Associate Dean - Undergraduate
Academic Program Coordinator (Grad/UG)
Academic Advisor(s)
All full-time academic staff members
All term academic staff members
Research Associates

8. Varsity and Club Sport Programming (Refer to Figure 9)

This team is responsible for coordinating Faculty’s efforts to deliver U Sport and Club Sport programming at the University. Areas of oversight include team operations, athlete health and wellness with a focus on ensuring event, league, and eligibility requirements are managed. The central focus of this team is to ensure student success (i.e., athletes excel in the classroom, sport, leadership).

Roles/Positions Assigned:

Director of Sport, Community Engagement & Athlete Development
Co-ordinator, Health & Performance Programming
Co-ordinator, Student & Youth Programming
Full-time coaches of Varsity Sport teams,
Head Athletic Therapist
Assistant Athletic Therapist
Coordinator, Compliance and Financial Awards
Individual responsible for AHPi programming

10. Campus and Community Programming (refer to Figures 10.1 & 10.1.1)

This team provides program development, delivery, and evaluation expertise, and is responsible for managing campus and community focused programs through their lifecycle. In performing this function, the team provides oversight, support,

and staff selection and training for all health, performance, children and youth, and recreational programming delivered in and through the Faculty. The Programming Team's mandate also includes coordination and policy compliance of community focused youth sport programming delivered in collaboration with our Varsity and Club teams.

Roles/Positions Assigned:

Director, KHS Operations

Director, Sport, Community Engagement, and Athlete Development

Coordinator, Youth & Community Programming (APT)

Student Assistant(s) for Rec Sports,

Health & Wellness Programing Staff,

Any Varsity and Club Sport staff who also deliver community based camps/clubs,

TRAP Members who deliver community based/clinical programming.

How the Elements/Parts Connect and Work Together (Refer to Figure 1)

Efficiency and effectiveness are gained when our teams move away from assuming all aspects of their programming and work together with other subject matter experts. The *operational support teams* pull together these subject matter experts to support the delivery our *core programming teams* and together, help fulfill the Faculty's mandate in the most efficient and consistent way possible.

From a team member's standpoint, the benefit of working in the *operational support teams*, *core programming teams*, and together within the *strategic portfolio clusters* is the potential for learning from each other and sharing of ideas and perspectives. As we share information within and across the various teams and clusters, we will enhance internal communication, increase collaborative processes to the benefit of the programs and services delivered, and provide consistent messages and interactions with stakeholders external to the Faculty (on and off campus).

To increase productivity, collaboration, and communication team members will be strategically aligned to maximize productivity. Some members of the operational support teams and the strategic leadership team will be required to move offices and/or share office space.



Appendix 1

Community Programming Strategic Portfolio Team

Vision for the Community Programming Portfolio Team (CPT)

To create strategic direction and coordinate internally and externally focused programming in the Faculty to ensure the potential of each program in a planning cycle is maximized and that revenue generated and/or the impact of each program is maximized.

Definition of Community Programming:

Community Programming is defined as a planned and coordinated set of activities and procedures targeted at an internal or external constituent group for the purpose of providing a health, wellness, sport, leisure, or performance experience or benefit.

The purpose of programming is often to (a) generate revenue, (b) provide a needed service/benefit, (c) connect with any number of internal or external constituents, or (d) connect with a research program of some kind. Programs are often the first point of contact many stakeholders have with the Faculty and/or University.

Programs in Faculty's Community Programming inventory may include: sport introduction programs, sport performance programs, recreational sport programs, leisure programming, health focused programs, wellness programs, fitness programming, developmental programming, intervention programming, Specific examples would include: Cougar Cubs, Summer Sports School, Love2Live Cardiac and Chronic Rehabilitation, Personal Training, Intramurals and Recreational Sport, Sport Academies, URFit, etc.

Scope of Activity:

- Ensure that the programming being delivered by the Faculty (or on behalf of the Faculty) are aligned with the Faculty's strategic plan.
- Set the strategic direction for the programming being delivered or facilitated by the Faculty of KHS.
- Coordinate the programming offered by/through the Faculty to ensure we are maximizing our human and fiscal resources in the delivery of the programming as well as the impact the programming has on the lives of our constituents.
- Develop an annual and long range (3 year) plan for current and proposed programming taking place through the Faculty, as well as within the Faculty's

facilities. Recommend new events to consider incorporating into the Faculty's operations.

- Provide direction and/or guidelines for program development/operation to the individual or group responsible for specific program planning and delivery
- Review proposals for the addition of new programs that use of Faculty resources, provide feedback to the developer(s), and make recommendations to the Executive Leadership Team on whether to support the proposal.

Membership:

Membership on any Strategic Portfolio Teams will include representation from the:

- Executive Leadership Team,
- Strategic Leadership Team,
- Core Programming Teams,
- Operational Support Teams.

If there are opportunities for student learning, student representatives may be included.

If the Faculty has important partners (internal/external) in the delivery of events, these may be added at the discretion of the Chair and/or Executive Leadership Team.

Meetings

Committee will prepare and/update an annual and three-year plan by May 31 each year. During the initial development of the plans, bi-monthly meetings may be required. Follow-up meetings to be scheduled as needed.

Initial Task

The team will be formed and begin its work in September of 2019 with the task of building the strategic direction for the 2020-2021 KHS Programming Calendar. An initial task will be to build an inventory of the programs currently offered through/by the Faculty and any plans for additional programming in the next three years.

Initial Membership for 2019-20

Chair:

Director, Faculty Operations

Eric Exner

Vice-Chair(s):

Coordinator, Student and Youth Programming
Coordinator, DPSC

Alison Fisher
Erin Tyson

Representatives from:

Business Operations:
Media, Communications, Marketing:
Advancement and Sponsorship: TBD
Facilities and Student Employee:
TRAP (1):
* TRAP (2):
Varsity & Club Sport Programming:
Community Sport, Leisure & Wellness Programming:
Director of AHPi:
*Student (Intern from Recreational Sports):
External:

Brennan Kayter
Ben Berger (Intern)

Adrian Casas-Lupercio
Cameron Mang

Sarah Hodges
Patrick Bernat
Barclay Dahlstrom
(Check with Alison)

Support from Business Operations:

Leanne Dieter

*Optional/Discretion of the Dean or Executive Leadership Team

Appendix 2

Insert material related to AHPi here



Appendix 3

Events Strategic Portfolio Team (Sept 2019 TOR)

Vision for the Events Portfolio Team (EPT)

To create strategic direction and coordinate all major events in the Faculty to ensure the potential of each event in a planning cycle is maximized and that revenue generated and/or the impact of each event is maximized.

Definition of Events:

An Event is defined as a single or series of single planned public or social occasions designed to attract internal and external constituents for a particular purpose. The purpose of such activities is often to (a) generate revenue, (b) connect with our community, or (c) have an impact that provides a benefit to the Faculty and/or University.

Events in the Faculty's inventory may include: athletic contests/tournaments, key fundraising occasions, primary award presentations, and conferences that come from time to time. Specific examples would include: USport Games, USport and Club Sport Championships, the recent TR Innovations Conference, the Nutrition and Sport Performance Conference, Strength and Conditioning Workshop, The FMS Training Workshop, etc.

Scope of Activity:

- Ensure that events being delivered by the Faculty (or on behalf of the Faculty) are aligned with the Faculty's strategic plan.
- Set the strategic direction of events delivered or facilitated by the Faculty of KHS.
- Coordinate the events hosted or co-hosted by the Faculty to ensure we are maximizing our human and fiscal resources in the delivery of events as well as the impact the events have. This includes making certain dates of events are coordinated and we maximize our marketing efforts related to event (e.g., cross promotion, bundled promotions, etc).
- Develop an annual and long range (3 year) plan for priority events taking place through the Faculty, as well as within the Faculty's facilities. Recommend new events to consider incorporating into the Faculty's operations.
- Provide direction and/or guidelines for event organization to the individual or group responsible for event delivery

- Review proposals for the addition of new events making use of Faculty resources (large events or regular events; e.g., conference championships, academic conference), provide feedback to the organizer(s), and make recommendations to the Executive Leadership Team on whether to support the proposal.

Membership:

Membership on any Strategic Portfolio Teams will include representation from the:

- Executive Leadership Team,
- Strategic Leadership Team,
- Core Programming Teams,
- Operational Support Teams.

If there are opportunities for student learning, student representatives may be included.

If the Faculty has important partners (internal/external) in the delivery of events, these may be added at the discretion of the Chair and/or Executive Leadership Team.

Meetings

Committee will prepare and/update an annual and three-year plan by May 31 each year. During the initial development of the plans, bi-monthly meetings may be required. Follow-up meetings to be scheduled as needed.

Initial Task

The team will be formed and begin its work in September of 2019 with the task of building the strategic direction for the 2020-2021 KHS Event Calendar. An initial task will be to build an inventory of the major events currently offered through/by the Faculty and any plans for events in the next three years.

Initial Membership (2019-20)

Chair:

Director, SCEAD

Lisa Robertson

Vice-Chair:

Director, Faculty Operations

Eric Exner

Representatives from:

Business Operations:

Janet Walbaum (2019-20)

Media, Communications, Marketing Team:

Andrew Hamilton (2019-20)

Advancement and Sponsorship Team:

Andrew Millard (2019-20)

Facilities and Student Employee Team:

Chris Wermie (2019-20)

TRAP (1):

TBD (2019-20)

* TRAP (2):

Varsity & Club Sport Programming:

Steve Burrows (2019-20)

Community (SLW) Programming:

Alison Fisher (2019-20)

Co-Director of AHPi:

Melanie Sanford (2019-20)

*Student:

TBD Rep from KHSSS (2019-20)

External:

Rams President or designate (2019-20)

Support Business Operations:

Shauna Machnaik

*Optional/Discretion of the Dean or Executive Leadership Team