

KHS Faculty Unit Review

Appendix 1a

Strategic Plan Documents

KHS Strategic Objectives 2021 - 2025

The Faculty of KHS has updated its previous 2016 – 2021 strategic plan by highlighting new objectives in each of our four pillars that will guide our direction for the 2021 – 2026 time frame. These objectives are the responsibility of the leadership, all members, program teams, and support teams in the Faculty of Kinesiology & Health Studies.

Note: Specific objectives adopted by the Faculty in the short and medium term (1-3 years) are highlighted in *italics*. Role whose responsibility for seeing the objective pursued and achieved is noted in **bold**.

A. Student Success

1. Integrate research, non-academic programming, and academics to enhance opportunities for student experiential learning

- Action item: Encourage and support KHS undergraduate students to be involved in research
- Action item: Establish opportunities for KHS undergraduate and graduate students to gain experience through non-academic programming
 - *Hire a minimum of two BKin Summer Interns summers of 2021, 22, 23 and beyond - **Dean***
 - *Introduce a BSRS (SRM) Summer Intern role beginning 2022 and continuing in 23 - **Dean***
 - *Continue to provide 1 to 2 opportunities annually to Post Graduate Interns/ Graduate Student Assistantships/BKin Interns to deliver programming to our athletes and the community as part of the Athlete Health and Performance Initiative – **Dean, Director of SCEAD, Associate Dean - GSRSP***

2. Illustrate, promote, and enhance the breadth of career pathways for students

- Action item: Offer opportunities for students to obtain relevant certifications
- Action item: Invite / profile alumni to talk about their careers
 - *Profile an alumni member monthly (8 x per year) beginning in Sept 2022 – **Dean (with FAC & DO)***
 - *Create a monthly alumni presentation/talk about career path, etc. beginning January 2022 (6x per year – JFMSON) **Dean (with FAC & DO)***
- Action item: Establish a KHS-run career / volunteer fair
 - *Make a decision by April 2022 whether restarting a KHS specific career fair might be worth pursuing – determine whether this is would be a stand alone event or in connection with another event - **Director, Faculty Operations (with Experiential Learning Coordinator)***

3. Improve our service delivery for students

- Action item: Identify strategies for student retention
- Action item: Enhance our support for international students
- Action item: Encourage and create lifelong learners
 - *Develop plans for regular speaker series or professional development series that build on the expertise of our faculty and staff PD events – specifically an AHPi Coaching Conference (May 2023) and the Fall Sport Nutrition and Performance Conference/Workshop (September 2022) – **Assoc Dean – GSRSP, Director, SCEAD, & Event Strategic Portfolio Team***

4. Establish a welcoming and supportive environment for students

- Action item: Reinvigorate the undergraduate student society

- *Identify a faculty liaison at the November 2021 TRAP meeting – **Associate Dean - UG***
- Action item: Establish opportunities for students (undergraduate & graduate) to interact, especially outside the classroom

B. Quality programs, academics & research

1. Support the development of faculty and staff

- Action item: Establish a mentorship program for new faculty members.
 - *Begin and document a mentorship program when next term or tenure track faculty member is hired – **Associate Dean - GSRSP***
- Action item: Establish a mentorship program for sessional instructors and University Teaching Fellows

2. Promote EDI in the Faculty

- Action item: Conduct a survey of staff, faculty, and students regarding EDI of the Faculty
- Action item: Provide training to faculty, staff, and students on EDI issues and anti-EDI and behaviours (e.g., racism, homophobia, transphobia, ableism, sexism, ageism)
 - *Invite the two graduate students from Science who delivered a “EDI in the classroom” session this summer to deliver their presentation to TRAP in January of 2022 – **Associate Dean – GSRSP & Executive Assistant***
 - *Invite KHS faculty to present on their approach to “EDI in the classroom” for February 2022 to meeting of TRAP in February of 2022 – **Associate Dean – GSRSP***
- Action item: Establish a Faculty EDI Committee
 - *Create a Faculty wide EDI committee (develop terms of reference) that has representation from across the Faculty’s three programming areas/teams (including student and student athlete representation) by April 2022 – **Associate Dean – UG***
- Action item: Re-assess the representativeness of the Faculty’s name
- Action item: Display artifacts in our building that symbolize inclusiveness (e.g., Pride flag; land / treaty acknowledgement; disability, etc.)
- Action item: Have ceremonial tobacco readily available for student, instructor, and researcher use in KHS
 - *Consult with Indigenization Office and/or AVP Indigenization for advice and direction to determine selection, purchase, and storage of tobacco; promote the availability of funds through the Indigenous Initiatives special purpose fund among faculty and staff by end of 2021 – **Director, Faculty Operations***

3. Integrate experiential learning into more KHS courses

- Action item: Audit KHS undergraduate and graduate classes for experiential learning opportunities. Determine where we can establish new opportunities
- Action item: Highlight these opportunities in the Experiential Learning Newsletter
- Action item: Support faculty in developing course content that ties to community partners and experiential learning
 - *Look at shifting CCE revenues to support a .5 Experiential Learning Coordinator position for Fall of 2023 - **Dean***
 - *Beginning in the Fall of 2021, actively lobby Human Resources for changes to related collective agreements (through the collective bargaining process) that establishes student professional development employment categories with pay that is fair in relation to their established, career colleagues – **Dean, Director – Faculty Operations.***

C. Community Connections

1. Enhance alumni relations

- Action item: Develop a database of KHS alumni, including students, student-athletes, and former participants in other programming
 - *Working with UAC, incorporate information the Faculty has access regarding alumni into Riasers Edge and using the software to identify a list of Alumni to highlight in various communication items by September 2022 – **Dean, FAC, Executive Assistant***
- Action item: Regularly showcase alumni in communications (e.g., social media)
 - *Create a section in Dean's Update focused on Alumni News beginning Fall 2021 – **Dean***
 - *Biannually (October, May), add all recent graduates to email distribution list for Dean's Update – **Executive Assistant***
- Action item: Establish connections with alumni (e.g., newsletter)

2. Enhance alumni engagement

- Action item: Invite alumni to interact with students
- Action item: Provide updates to alumni highlighting accomplishments of KHS students
- Action item: Establish an advisory committee with alumni
 - *Create a Dean's alumni advisory committee/leadership advisory group that provides advice for the Dean regarding alumni and donor engagement for Fall 2022 – **Dean together with FAC and DO***

3. Enhance the marketing and promotion of our programs (academic and non-academic) in the community

- Action item: Target 'non-traditional' high schools (i.e., high schools outside our traditional catchment)
- Action item: Target mature students
 - *Strike a working group by Summer 2022 to develop a plan for the introduction of mid-career training/micro credentials/graduate degrees designed to assist practitioners with the transition to management/leadership roles – **Associate Dean – GSRSP, Director, Faculty Operations & Director, SCEAD***
- Action item: *Promote what we do in KHS*
 - *Use the wall(s) near the Equipment Room to highlight Faculty activity and services offered with the first display up by December 2021– **Dean, Executive Assistants***
 - *As part of the website rebranding, identify key roles within the faculty who will work with KHS Communications and Marketing to ensure website updates are made in a timely fashion. Roles identified by December of 2021 – **Dean, Manager of Communications and Marketing, Director, Faculty Operations***

4. Develop and promote community-relevant programming

- Action item: Include community-relevant research topics in the KHS Research Seminar
 - *Continue to promote KHS Seminars to relevant internal and external community stakeholders - **Associate Dean – GSRSP & Manager, Communications & Marketing***

D. Strong Operational Foundation

1. Enhance internal and external communication

- Action item: Update KHS website on a regular basis
- Action item: Ensure students are aware of volunteer experiences and experiential learning opportunities
- Action item: Diversify our communication strategies (e.g., website, social media, newsletters, infographics) beyond emails and meetings

- *Prepare a long-term plan for diversifying Faculty communications by September 2022 – **Associate Dean – GSRSP, Director, SCEAD, & Manager, Communications & Marketing***
- 2. Review operations for efficiencies
 - Action item: Regularly engage staff and faculty in discussion regarding operational efficiencies and suggestions for improvements to operations
- 3. Re-develop a sense of community (particularly after COVID-19 and working from home)
 - Action item: Establish social events to bring together faculty and staff
- 4. Evaluate and monitor the operations of our spaces and equipment
 - Action item: Explore options for coordinating and supervising Faculty lab spaces
 - *Offer a PhD student with requisite skills the position of Graduate Assistant Lab Coordinator beginning January 2022 – **Associate Dean – GSRSP & Director, Faculty Operations***
 - Action item: Conduct an audit of equipment; inventory of equipment
 - *PhD Graduate assistant to complete initial audit of lab/research equipment by end of December 2022 with annual update to follow – **Associate Dean – GSRSP.***
 - Action item: Establish a plan for updating equipment
- 5. Document progress with the strategic plan
 - Action item: Out of scope faculty and staff complete and submit yearly performance evaluations based on strategic plan objectives
 - Action item: Encourage in-scope faculty and staff to note, in their yearly performance reviews and goal setting, how their work relates to KHS strategic plan objectives
 - Action item: Disseminate a regular overview and assessment of the Faculty's achievement of strategic objectives
 - *Develop a report (sent from the Dean's Office) starting in May 2022 reporting on updates from the previous fiscal year related to the Strategic Objectives – **Dean, Executive Assistant.***
 - *Review and update the objectives each August and September with first update due September 30, 2022 – **Dean, Associate Dean – GSRSP***
- 6. Identify opportunities to expand or reduce academic and non-academic programming to grow University's revenues



KHS 2015-2020 Strategic Plan



OUR VISION:

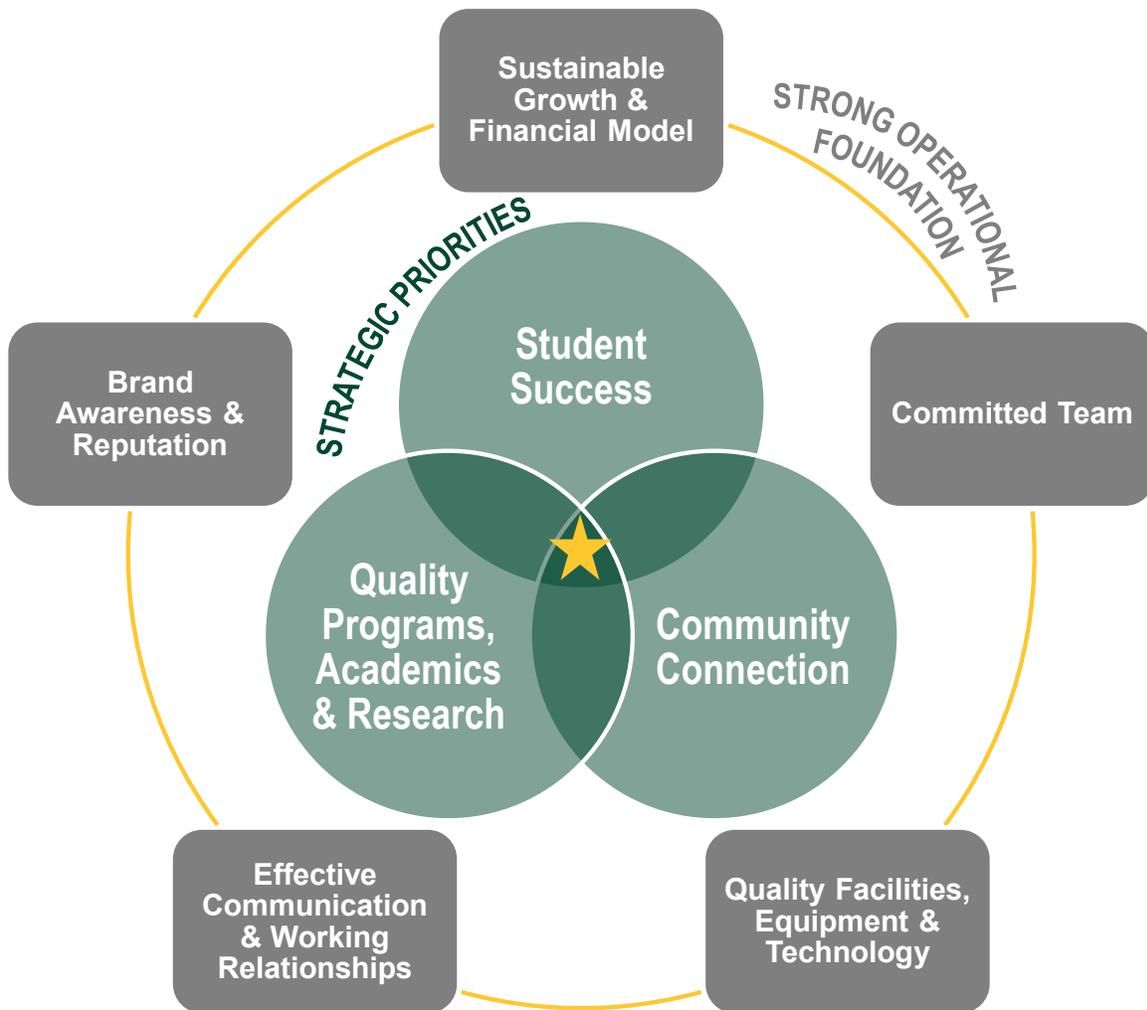
Inspiring learning, leadership, and excellence for strong, healthy communities.

OUR MISSION:

To enhance the well-being of students, colleagues, and community members through quality education, innovative research, top-tier athletics, and diverse community programming.

OUR VALUES:

★ Excellence ★ Student-Centered ★ Collaboration ★ Pride ★ Integrity





Vision:

Inspiring learning, leadership, and excellence for strong, healthy communities.

Mission:

To enhance the well-being of students, colleagues, and community members through quality education, innovative research, top-tier athletics, and diverse community programming.

Values:

- ★ **Excellence:** We are committed to pushing ourselves and challenging our potential in academics, research, athletics, student life, and the communities we serve.
- ★ **Student-Centered:** We believe in focusing on the growth of each student in all aspects of life by providing challenging and relevant academic experiences, life-long learning opportunities, and leadership development.
- ★ **Collaboration:** We value the importance of and opportunity in pursuing mutually beneficial relationships with students, colleagues, other members of the University community, and external stakeholders.
- ★ **Pride:** We are proud of who we are and for who we can be. We take care of what we have, and we elicit drive for KHS and campus spirit in everything we do.
- ★ **Integrity:** We act with respect, honesty and accountability. We act in the best interest of our Faculty, our students, our colleagues, and our stakeholders.

Strategic Priorities:

- **STUDENT SUCCESS:** KHS strives to ensure that students, as life-long learners, are achieving their academic goals while maximizing their personal potential in all areas of life. We prepare students to be career ready, well-rounded, and equipped with the life skills necessary to succeed during their time within KHS and beyond.
- **QUALITY PROGRAMS, ACADEMICS & RESEARCH:** KHS is determined to deliver and maintain respected and recognized academic and non-academic programs that meet the needs of students, faculty, staff, and community. KHS also strives to produce research that is relevant and impactful.
- **COMMUNITY CONNECTION:** KHS is committed to delivering benefits through our research, programming, and services. We will continue to strengthen our positive presence and relevant impact in our community.
- **STRONG OPERATIONAL FOUNDATION:** KHS will realize successful outcomes with each of these strategic priorities through sustainable growth and a sound financial model, a committed team, quality facilities, equipment and technology, strong integration and communication, and a powerful brand and reputation.



Strategic Priority: STUDENT SUCCESS

- **OBJECTIVE:** Expand and enhance experiential learning opportunities, professional competencies, and career readiness development to support effective transitions to employment.
- **OBJECTIVE:** Prepare and support student-athletes to achieve excellence on their respective teams.
- **OBJECTIVE:** Foster a campus community where students are engaged, active participants, and assume leadership roles in KHS events, university life, and the external community.
- **OBJECTIVE:** Enhance the learning environment, delivery approaches, and student supports for all unique learner needs.

Strategic Priority: QUALITY PROGRAMS, ACADEMICS & RESEARCH

- **OBJECTIVE:** Ensure continued focus on meaningful and relevant programs that are aligned with student needs and interests, community issues, and market trends.
- **OBJECTIVE:** Develop and enhance high-achieving athletic programs.
- **OBJECTIVE:** Increase co-operation and collaboration amongst all KHS areas to better leverage knowledge, expertise, learning, and opportunities.
- **OBJECTIVE:** Strengthen research productivity and impact through increased co-operation, resources, and supports for researchers and graduate students.

Strategic Priority: COMMUNITY CONNECTION

- **OBJECTIVE:** Build greater awareness of KHS programs, services, events, research, athletics, and accomplishments.
- **OBJECTIVE:** Continue to connect KHS faculty, staff, and students within the community for increased collaboration, sustainability, and knowledge translation.
- **OBJECTIVE:** Increase focus on building partnerships with community stakeholders and organizations.
- **OBJECTIVE:** Ensure our facilities and amenities are accessible to the community and campus.



Additional Key Priority: STRONG OPERATIONAL FOUNDATION

- **OBJECTIVE:** Position KHS for sustainable growth through a strong financial model.
- **OBJECTIVE:** Employ and retain a committed team, provide the necessary resources, and build the culture to be excellent.
- **OBJECTIVE:** Maintain and enhance quality facilities, equipment, and technology required to support our students, programs, athletics, research, and community outreach.
- **OBJECTIVE:** Foster effective communication and working relationships both within KHS and with the outside community.
- **OBJECTIVE:** Increase brand awareness and reputation within the University and the community, and make KHS known as “the place to be”.



Strategic Priority: **STUDENT SUCCESS**

KHS strives to ensure that students, as life-long learners, are achieving their academic goals while maximizing their personal potential in all areas of life. We prepare students to be career ready, well-rounded, and equipped with the life skills necessary to succeed during their time within KHS and beyond.

STUDENT SUCCESS OBJECTIVE:

Expand and enhance experiential learning opportunities, professional competencies, and career readiness development to support effective transitions to employment.

Suggested Key Actions:

- Enhance and expand experiential learning opportunities such as fieldwork, co-op, practicums, volunteering, and hands-on learning
- Increase experiential learning opportunities that directly support KHS
- Identify and reduce barriers to participation in experiential learning opportunities during the course of a student's degree
- Promote experiential and service learning opportunities
- Communicate research opportunities to first-year students
- Develop an alumni network for current students to access regarding potential fieldwork opportunities
- Track post-graduation employment and community success information of alumni

Suggested Indicators of Success:

- Increased number of effective and flexible learning opportunities offered
- Demonstrated progress toward providing enhanced experiential and service learning opportunities
- Increased number of graduating students (undergraduate and graduate) who have engaged in experiential, service learning, and international study opportunities
- Increased rates of students hired immediately upon graduation
- Improved KHS efficiencies from experiential learning support
- Implementation of a High Performance Centre to improve opportunities for experiential learning

STUDENT SUCCESS OBJECTIVE:

Prepare and support student-athletes to achieve excellence on their respective teams.

Suggested Key Actions:

- Creation and proper development of a High Performance Centre
- Working with Facilities and the University to provide more workable practice time for athletes
- Provide new resources to help with student-athletes' strength and conditioning and medical needs
- Pursue the development of an athletic therapy program
- Create athletics advisory committees to encourage athletic-specific input and direction from coaches and athletes
- Encourage greater support for teams within KHS and the University

Suggested Indicators of Success:

- Increased attendance of Cougar / Rams athletes at other Cougar / Rams events
- An increase in the number of athletes playing five years at the U of R
- Reduction in the number of athlete overuse injuries



- Increased overall fitness levels of student-athletes
- A reduction in lost games due to accurate and timely medical diagnosis
- Number of Academic All-Canadians consistently over the national average
- Increase in team and student-athlete grade point averages
- Have a high functioning system in place for input from key stakeholders in athletics (coaches and athletes)
- Certified athletic therapists on staff that provide leadership and mentorship in the athletic therapy discipline
- Improved quality of student trainers
- Increase in the number of faculty and staff attending events

STUDENT SUCCESS OBJECTIVE:

Foster a campus community where students are engaged, active participants, and assume leadership roles in KHS events, university life, and the external community.

Suggested Key Actions:

- Promote and generate greater involvement of all students to participate in recreational activities and KHS events
- Grow support and involvement of the KHS graduate student society
- Promote volunteer opportunities for KHS students to get involved in their Faculty and the University
- Build a strong KHS spirit among students, alumni, staff, and faculty
- Pursue new and continuing event hosting for local, regional, provincial and national events
- Promote and generate student support for athletic events
- Provide and promote student leadership opportunities in KHS and within the University

Suggested Indicators of Success:

- Improved student and alumni satisfaction rates
- Increased levels of student involvement in KHS and University activities
- Increased number of student-run KHS events
- Increased attendance at athletic events

STUDENT SUCCESS OBJECTIVE:

Enhance the learning environment, delivery approaches, and student supports for all unique learner needs.

Suggested Key Actions:

- Create a student-first attitude with a faculty focused more on students and athletes
- Focus on creating stronger relationships between faculty and students
- Explore alternative education formats such as CCE and CSEP
- Provide services to support the continued development of an inclusive Faculty that recognizes the diversity of our student populations
- Increase communication with students
- Improve, evaluate and adapt delivery model to student needs, such as scheduling, online, electives, required courses, workload planning for assignments and exams, required textbooks, etc.
- Improve services and supports for current KHS students
- Improve consultations and engagement with community groups
- Increase feedback from undergraduate and graduate students, and alumni

Suggested Indicators of Success:



- Increased number of applicants to KHS
- Increased completion rates of students
- Increased labour force attachment rates
- Increased student satisfaction with KHS supports
- Expanded delivery models for KHS students

Strategic Priority: **QUALITY PROGRAMS, ACADEMICS & RESEARCH**

KHS is determined to deliver and maintain respected and recognized academic and non-academic programs that meet the needs of students, faculty, staff, and community. KHS also strives to produce research that is relevant and impactful.

QUALITY PROGRAMS, ACADEMICS & RESEARCH OBJECTIVE:

Ensure continued focus on meaningful and relevant programs that are aligned with student needs and interests, community issues, and market trends.

Suggested Key Actions:

- Establish additional CCE partnerships
- Refine and enhance alternative teaching delivery methods
- Establish additional opportunities for students to earn relevant certifications (e.g. CSEP)
- Continue to align and adapt classes to students' and labour market needs
- Assess the quality and sustainability of our programs and the units that support them
- Run top-of-the-line recreational programs that reflect market trends
- Evaluate the relevance of our academic and non-academic courses and programs
- Promote the meaningfulness of our programs and courses
- Ensure programs and courses reflect and address community issues and market trends

Suggested Indicators of Success:

- Increased rates of students hired upon graduation
- Increased rate of community participation in programs
- Labour market recognizes the relevance of our programs
- KHS is viewed as a top choice for students interested in kinesiology and/or health
- Increased partnerships and collaborations with community groups

QUALITY PROGRAMS, ACADEMICS & RESEARCH OBJECTIVE:

Develop and enhance high-achieving athletic programs.

Suggested Key Actions:

- Secure the position of a permanent athletics director
- Hire a strength and conditioning coach
- Revamp coaches performance review
- Creation and proper development of the High Performance Centre
- Create an Athletics Department strategic plan

Suggested Indicators of Success:

- Increased interest from high-level athletic recruits
- Increased attendance at athletic events
- Increased number of Canada West championships
- Increase in number of athletes and teams qualifying for national championships
- Permanent athletic director in place
- Qualified strength and conditioning coach in place
- Make performance review more relevant and applicable to CIS coaches and honour the



integrity of the review

- Increased satisfaction and motivation of all coaching and administrative staff
- Establish clearly defined mission, goals, and values for the athletic department
- Foster a team atmosphere in athletics – coaches and athletes support all programs and everyone feels valued
- Programming in high performance centre reflects individual team and athlete needs



QUALITY PROGRAMS, ACADEMICS & RESEARCH OBJECTIVE:

Increase co-operation and collaboration amongst all KHS areas to better leverage knowledge, expertise, learning, and opportunities.

Suggested Key Actions:

- More collaboration amongst faculty, athletics, DPSC, recreation, and other KHS areas
- Improve KHS internal communication and events geared towards knowledge sharing
- Increase awareness of one's roles and responsibilities in KHS
- Rotate the responsibility for hosting more social and recreational events within KHS
- Increase research and program collaborations between KHS and other Faculties and departments (e.g. Psychology and KHS)
- Develop collaborative opportunities for the use of the High Performance Centre

Suggested Indicators of Success:

- Increased number of communications and internal events
- Increased number of research collaborations with other Faculties
- Increased number of social events held for KHS
- More partnerships are established for use of the High Performance Centre

QUALITY PROGRAMS, ACADEMICS & RESEARCH OBJECTIVE:

Strengthen research productivity and impact through increased co-operation, resources, and supports for researchers and graduate students.

Suggested Key Actions:

- Leverage relationships with others units and Faculties to support our research
- Establish strategies and capacity to increase research funding budgets
- Stimulate new research partnerships and funding opportunities that are responsive to community needs and build capacity with local communities
- Increase KHS support for grant writing and research administration
- Increase financial support to recruit high caliber graduate students
- Promote the research that we produce
- Explore and develop opportunities for research commercialization

Suggested Indicators of Success:

- Increased success rate of external grant applications
- Increased funding support for, and professional recognition of, community-engaged scholarship
- Increased research impacts in our communities and in public policy
- Increased number of inquiries for KHS expertise
- Expanded number of graduate students in KHS



Strategic Priority: **COMMUNITY CONNECTION**

KHS is committed to delivering benefits through our research, programming, and services. We will continue to strengthen our positive presence and relevant impact in our community.

COMMUNITY CONNECTION OBJECTIVE:

Build greater awareness of KHS programs, services, events, research, athletics, and accomplishments.

Suggested Key Actions:

- Increase and improve marketing for athletics and KHS events
- Profile KHS research successes internally and externally
- Create a targeted communications strategy to keep KHS stakeholders and community members updated on Faculty developments
- Provide necessary resources to publicize our successes
- Host more conferences, athletics, and special events
- Fund and naming development of our building
- Invite and include community members into KHS planning, activities and events

Suggested Indicators of Success:

- Increased attendance at KHS events by students, faculty, staff, alumni, and community members
- Enhanced community use of KHS services and facilities
- Higher success rates for hosting athletic events, tournaments, and championships
- Increased number of inquiries about KHS research, programs, athletics, and events

COMMUNITY CONNECTION OBJECTIVE:

Continue to connect KHS faculty, staff, and students within the community for increased collaboration, sustainability, and knowledge translation.

Suggested Key Actions:

- Consult with Indigenous groups to see how we can meet their needs with course content and programs
- Improve technologies to enhance service and community outreach (e.g., program registration system)
- Create clear and effective branding to widen community engagement
- Invite and integrate community to a discussion of course content and research

Suggested Indicators of Success:

- Increased knowledge translation from research to community programming
- More engagement sessions are held with community groups, including Indigenous groups
- Technologies for community outreach are relevant and current
- Clear branding is established



COMMUNITY CONNECTION OBJECTIVE:

Increase focus on building partnerships with community stakeholders and organizations.

Suggested Key Actions:

- Increase program partnerships with other Faculties
- Increase awareness of Cougars and Rams teams in the community
- Establish an effective fundraising model
- Target special projects that are relevant to the community, such as “Shine On” and “Anti-Bullying”
- Improve relationships with government, business community and non-profit organizations and associations
- Maximize facility usage by community groups when space is available
- Track post-graduation employment and community success information of alumni

Suggested Indicators of Success:

- Increased number of collaborative projects with governments, businesses, and community-based organizations
- Increased numbers of community members engaging in programming offered by KHS
- Increased financial gain
- Recognition for community service
- Increased amounts of groups renting underutilized space
- Increased number of events hosted in KHS facilities by external organizations with local, provincial, national and international profile

COMMUNITY CONNECTION OBJECTIVE:

Ensure our facilities and amenities are accessible to the community and campus.

Suggested Key Actions:

- Continue to invest in new equipment and facilities (e.g. gyms, recreation programs, DPSC, etc.)
- Review facility usage model to maximize usage
- Improve community access to CKHS, through improved relationships with parking, security, and other relevant units at the University
- Improve signage in CKHS
- Promote and market available facility time
- Improve booking procedure to ensure users’ needs are met
- Improved monitoring to ensure facilities are in working order and fixed in a timely manner

Suggested Indicators of Success:

- Increased satisfaction with access to buildings
- Expanded hours for campus access
- Increased amounts of funding for facilities
- Less downtime and vacancies of facilities
- Fewer questions regarding directional instructions from users



Additional Key Priority: STRONG OPERATIONAL FOUNDATION

KHS will realize successful outcomes with each of these strategic priorities through sustainable growth and a sound financial model, a committed team, quality facilities, equipment, and technology, strong integration and communication; and a powerful brand and reputation.

STRONG OPERATIONAL FOUNDATION OBJECTIVE:
Position KHS for sustainable growth through a strong financial model.

Suggested Key Actions:

- Maximize and identify new revenue generating opportunities
- Evaluate and improve how Athletics is supported
- Commitment to effective financial operations, sustainable decisions, and value for money
- Conduct a review of fundraising processes
- Improve cost-containment initiatives and process efficiencies across KHS
- Develop a plan for addressing the infrastructure deficit and building maintenance
- Establish a leadership position with responsibility for fundraising/sponsorship for KHS
- Explore commercialization and service development from the research base
- Review and improve customer service processes and administrative efficiencies for non-academic programs

Suggested Indicators of Success:

- Annual improvement in cost-containment and efficiencies
- Increased amounts of revenue generated from KHS run events
- Increased sustainability of external financial sources
- Increased rate of returning users and clients for non-academic programs

STRONG OPERATIONAL FOUNDATION OBJECTIVE:
Employ and retain a committed team, provide the necessary resources, and build the culture to be excellent.

Suggested Key Actions:

- Create and implement a recruitment and retention plan
- Create an environment that promotes a healthy work-life balance for employees to more easily take advantage of our facilities and program
- Formalize and support programs to provide opportunities for KHS employees to participate in professional development, including cross-training
- Provide and improve orientation and leadership training for employees and students (i.e., student athletic managers, student-athletes)
- Encourage faculty and staff to attend courses/workshops on Indigenization and internationalization
- Create opportunities for faculty and staff to provide feedback and suggestions on a regular basis
- Continue to improve positive attitudes, interaction, and team culture within KHS
- Evaluate and improve performance review process for faculty and staff
- Continue support for volunteerism at KHS events

Suggested Indicators of Success:

- Increased quality of all KHS hires
- Improved work culture and collaboration across KHS
- Increased attendance at KHS-related events (i.e. socials, athletic events, lunch and learns, etc.)



STRONG OPERATIONAL FOUNDATION OBJECTIVE:

Maintain and enhance quality facilities, equipment, and technology required to support our students, programs, athletics, research, and community outreach.

Suggested Key Actions:

- Create a “centre of excellence” that fills the needs of our high performance student-athletes and coaches and can generate outside revenue
- Improve planning for the maintenance, expansion, and renewal of facilities, equipment and technology
- Improve access through proper signage and parking
- Maximize usage for camps, programs, and services outside regular university hours and holidays
- Leverage corporate and community partnerships and funding to jointly develop facilities

Suggested Indicators of Success:

- Increased usage of facilities, and revenue generated from them
- Decreased deferred maintenance
- Improved satisfaction with and accessibility to facilities

STRONG OPERATIONAL FOUNDATION OBJECTIVE:

Foster effective communication and working relationships both within KHS and with the outside community.

Suggested Key Actions:

- Establish better communication and awareness for important Faculty matters
- Develop and implement a communications strategy to promote effective and healthy communications within KHS
- Create a culture where all units are collaborating and supporting each other (academic, non-academic) in order to support success
- Share best practices and resources within KHS
- Communicate future plans and potential decisions for KHS across KHS and encourage input and feedback
- Collect data to guide evidence-based decision making and communicate rationale
- Share capabilities of CLASS software system to ensure informed, collaborative decisions are made
- Provide guidance and understanding to KHS faculty and staff related to execution of the Strategic Plan
- Create an internal “KHS day” to promote what we do across all units to promote understanding and collaboration

Suggested Indicators of Success:

- Communications Strategy is being executed by new Communications Director
- Created sense of “family” across KHS
- Enhanced processes to increase communication
- Increased number of presentations reporting back on professional development experiences
- Increased inter-unit collaboration and communication



STRONG OPERATIONAL FOUNDATION OBJECTIVE:

Increase brand awareness and reputation within the University and the community, and make KHS known as “the place to be”.

Suggested Key Actions:

- Build pride in Athletics, KHS and the University
- Build and improve KHS brand awareness and reputation
- Create strategies to showcase involvement of Cougars and Rams in the community
- Increase marketing for Athletic teams, programs, and events on campus and in the community
- Provide access to KHS clothing for students, employees, and visitors
- Create strategies to market our brands and the required support to do so
- Measure impact of Nike deal on the KHS brand
- Name the facilities to attract interest and demonstrate community support
- Host additional “KHS day” events to promote understanding and collaboration across university and with the community
- Set targets for attendance and participation at KHS events and programs
- Create a social media strategy for KHS
- Create a defined role for someone responsible to lead the branding and marketing of KHS

Suggested Indicators of Success:

- More news stories that focus on KHS successes
- Increased number of applicants for KHS programs
- Increased activity on the KHS web page and other social media platforms
- Increased media attention at athletic events and at major announcements
- Increased attendance and support at athletic competitions and other KHS events
- Reaching attendance and participation targets
- Increased sponsorship deals like the Nike deal