

**STRATEGIC PLAN 2023**  
**College of Health & Human Performance**  
**University of Florida**

**Introduction:** The College of Health and Human Performance uses strategic planning to define institutional priorities, promote cohesion among programs, and ensure consistency with the University mission. Our previous plan was implemented in 2016 following a year-long process that involved faculty and staff from across the College. That plan underpinned seven years of unprecedented success. Student enrollment, faculty size, extramural funding, and endowment are now the largest in College history. Importantly, indices of academic quality – e.g., student satisfaction, four- and six-year graduation rates, research impact, and faculty productivity – are strong across all our programs, helping to reinforce Top Five status for the University. The 2023 Strategic Plan has been developed using a similar College-wide process. It builds on our prior accomplishments to promote even greater achievements in the years ahead.

This document is consistent with the University of Florida Goals, Objectives, and Metrics approved by President Fuchs in Fall, 2022. It is the product of surveys, a college-wide retreat, and continued discussion within departments and among leadership of the College beginning in 2021. The resulting purpose, vision, goals, and strategies apply to the entire College. Strategies are planned by the College Administration (HHP) and by individual departments: Applied Physiology & Kinesiology (APK); Health Education & Behavior (HEB); Sport Management (SPM); Tourism, Hospitality & Event Management (THEM). The strategies in this document do not encompass all activities underway or planned by each unit; rather, they exemplify the spirit of our collective vision for the College. Importantly, this is a living document, subject to revision and update as the College and University evolve.

The current version was approved by the HHP College Council on 16<sup>th</sup> June 2023.

**Purpose:** To collaborate as an academic community to enrich lives, influence healthy living, and enhance human performance.

**Vision:** To excel in six key areas:

- *Educational Excellence.* We recognize that effective and outstanding education goes beyond teaching evaluations. We will provide opportunities to improve teaching skills, sharing best practices to create an environment where faculty and students can thrive.
- *Student Experience.* We are known for academic excellence. We will continue to create a first-class student experience that fosters lifelong alumni connections, providing support and mentorship that enables future success for our graduates.
- *Impactful and Innovative Research.* Success in research is evident by our high productivity in publications and a growth in extramural support. We will foster and support collaborative research endeavors that have a positive impact on societal health and human performance.
- *Inclusive Team-Centric Culture.* Our College is known for a culture of respect, care, openness, collaboration, and drive. We will continue to cultivate this environment by ensuring inclusion, diversity, equity, and access for our faculty, staff, and students.
- *Industry Partnerships.* We believe connections with industry are mutually beneficial. We will forge links with industry to drive business innovation through research and to create a visionary curriculum that fully prepares graduates for future employment.
- *Visibility and Reputation* – We embrace new initiatives to enhance recognition of our academic excellence and grow the reputation of our programs by promoting the impact of our research enterprise and the success of our students in their chosen fields.

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**Strategy:** The College will pursue the six areas of its shared vision via six corresponding goals. We will address each goal using strategies defined at the unit level. The process will be dynamic. Unit strategies will evolve over time to meet changing conditions; as one strategy is achieved, another will be created to continue advancing the desired goal. To illustrate this process, the current document provides near-term examples, citing one strategy by which each unit will address each goal.

#### **Goal 1: To Embrace Educational Excellence.**

- SPM will promote teaching excellence by creating a mentoring program and teaching internship for doctoral students; by embedding annual peer evaluations of instruction; and by funding professional development through conferences, workshops, and guest speakers.
- HEB will create a learning community where department faculty and guests share experiences and best practices for classroom instruction. The series will integrate pedagogical innovations, artificial intelligence tools, and technological advances and will facilitate faculty interactions.
- THEM will broaden educational opportunities for students by building on recent initiatives (including an entrepreneurship course, undergraduate AI certificate, and graduate AI certificate) to develop a portfolio of new curricular content, certificates, and specializations.
- APK will enhance experiential learning within an 'exercise as medicine' model plans by purchasing exercise and testing equipment for permanent installation, and by strengthening ties among industry, teaching, and the student experience.
- HHP administration will implement streamlined processes for reporting academic data and planning programmatic assessment. Providing better information to HHP departments and the University will facilitate decision-making at the unit level and support accreditation.

#### **Goal 2: To Ensure a First-Class Student Experience.**

- HHP will promote student success by 1) using new technologies to customize academic support and personalize communication and 2) monitoring metrics that include student satisfaction, time to degree completion, retention, and job placement.
- APK will provide a choice to complete internships across two semesters or the current one semester option. This will allow undergraduate students to discover a possible career path earlier in the curriculum.
- SPM will ensure a first-class student experience by embedding experiential learning throughout the program of study, by equipping faculty to deliver experiential learning opportunities, and by engaging industry advisory board members through mentoring and site visits.
- HEB will create a training certificate that integrates artificial intelligence into the curriculum by focusing on community health promotion, mobile health technology, social determinants of health, and ethics.
- THEM will inform students about a broader set of career choices by creating an undergraduate seminar series, establishing a new Career Advisor position, and implementing an alumni mentorship program for students seeking an industry career.

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#### **Goal 3: To Advance Impactful and Innovative Research.**

- HEB will continue to invest in recruiting and retaining highly qualified doctoral students who can support and expand growing research programs. By encouraging master's students to pursue a thesis (vs. a non-thesis project), we can identify prospective students and create a pipeline for the doctoral program.
- THEM will stimulate competition for extramural research funding by offering seed grants to faculty through the Eric Friedheim Tourism Institute. Pilot projects funded by EFTI will be expected to lead to an application for continuing support by a company or government agency.
- HHP will promote collaborative research by facilitating the creation of common interest teams across departments and by hosting six-minute speed talk presentations that stimulate faculty interactions and encourage active research team building.
- APK will invest in grants, new equipment, and PhD student support to enhance ongoing research within the department and continue growing the research portfolio.
- SPM will promote impactful, innovative research by incentivizing collaborations with faculty around the world; rewarding impact through Altmetrics; and sponsoring travel and invited speakers to facilitate grants and contracts.

#### **Goal 4: To Promote an Inclusive Team-Centric Culture.**

- APK will reinforce its welcoming environment and continue to hire the absolute best person for the job to help UF remain a Top 5 Public University. We will continue to encourage a culture of inclusion, respect for others, and diversity.
- SPM will foster an inclusive, team-centric culture through monthly department research and teaching presentations among faculty and staff; quarterly off-site gatherings among department members; and monthly newsletters sent to advisory board members, students, staff, and faculty.
- HEB will embrace and implement best practices to promote hybrid environments – including existing personnel (innovative communication tools, collaboration, openness), outreach and dissemination initiatives leading to engagement (residential and distance education programs), and recruitment of new talent.
- THEM will promote cultural diversity by hosting cohorts of international students and preparing those students for internships at Walt Disney World. The first cluster of students will represent six Canadian universities. MOUs are also planned with universities in Italy, France, Australia, Singapore, and Japan.
- HHP will reinforce the College commitment to intellectual pluralism, respect for all persons, accessibility of facilities and academic programs, and a welcoming environment.

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**Goal 5: To Expand Industry Partnerships.**

- THEM will work with the EFTI advisory board to expand its industry partnership program, enabling companies in the tourism, hospitality, and travel industries to benefit from faculty expertise, recruit UF students, establish internships, and connect with EFTI board executives.
- SPM will cultivate industry partnerships by meeting bi-monthly with the industry advisory board; connecting undergraduate and graduate students to advisory board members; and incentivizing industry partnerships among faculty.
- APK will expand its new industry advisory board by more than 50% by June 2024. The department will involve board members with students and course delivery over the coming years and will continue to strengthen industry connections.
- HEB will host a webinar series on health science and community health promotion to engage industry leaders, alumni, and advisory board members. The webinar will have national reach, elevating the recognition of our department and allowing distance education students to participate.
- HHP will cultivate interactions with industry advisory boards that help expand curricular content, develop industry-related credentials, stimulate research of interest to industry, and promote corporate philanthropy.

**Goal 6: To Improve Visibility and Reputation.**

- HHP will maintain an engaging and informative website; will promote the accomplishments of students, faculty, alumni, and staff via social media, e-newsletters, Performance magazine, and HHP News; and will celebrate the legacy of our college through a series of annual events.
- HEB will create a committee to identify candidates and submit nominations for national awards to faculty and students. Also, an annual event will disseminate the research impact of the Mary F. Lane Endowment; it will involve alumni and board members and be promoted across the University.
- SPM will enhance its visibility and reputation through strategic communications with external stakeholders and strategic branding across the department.
- THEM will host a promotional booth at select conferences, connect Gator Clubs with local THEM alumni in cities nationwide, and send electronic newsletters to academic constituents (bi-weekly) and industry leaders (monthly).
- APK will enhance its social media presence on LinkedIn and other platforms and will have faculty-led study abroad programs that increase its visibility outside of the United States.