

**STRATEGIC PLAN 2016-2020**  
**College of Health & Human Performance**  
**University of Florida**

*Introduction:* This document is consistent with the University of Florida Goals, Objectives, and Metrics approved by President Fuchs in December, 2015. It is the product of research activities, meetings, workshops, and retreats among faculty, staff, and leadership of the College over the past eighteen months. The resulting Purpose, Vision, Goals, and Strategies apply to the entire College. Tactics used to achieve each strategy are planned by individual departments (Applied Physiology & Kinesiology, APK; Health Education & Behavior, HEB; Tourism, Recreation, & Sport Management, TRSM) and the College administration (HHPA) recognizing that all units will not pursue all strategies at all times. This is a living document, subject to revision and update as the College and University evolve. The current version was approved by the College Council on February 23, 2016.

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

**Vision:** To excel in five distinct traits:

- **Student experience**—Provide a unique and applied student-centered experience that consistently produces graduates who impact their field.
- **Expertise and excellence**—Establish ourselves as a college of expertise, excellence, and faculty distinction.
- **Collaboration**—Create a team-driven culture that builds on individual excellence to foster collaboration.
- **Impact**—Make a unique impact on local to global communities through teaching, research, and service that promotes healthy living and quality of life.
- **Innovation and driving change**—Drive change through innovative teaching, research, and service.

**Goal I. Increase the educational reach of our academic programs.**

**Strategy 1:** Grow the community of scholars in HHP through strategic faculty hires and innovative retention tools.

**Tactics planned by individual units:**

- Recruit additional tenure-earning faculty who are (or are expected to be) internationally-recognized scholars and who value educational excellence. (HHPA)
- Recruit additional lecturers and clinical faculty for their excellence as educators. (HHPA)
- Develop a system for team-teaching selected courses to provide future relief of teaching commitments. (APK)
- Expand an existing incentive plan to benefit lecturers and clinical faculty. (APK)

- Recruit tenure-track faculty members in three high-priority areas of behavioral health: 1) substance abuse & addictive behaviors; 2) obesity, physical activity, & nutrition; 3) HIV/AIDS, other STIs, & reproductive health. (HEB)
- Continue use of the full-time lecturer career track as the preferred model to promote excellence in teaching programs. (HEB)

**Strategy 2:** Increase our capacity for advising online and residential students at the undergraduate and graduate levels.

**Tactics planned by individual units:**

- Redesign and improve the on-campus advising program by hiring an additional undergraduate advisor and a new lecturer who will function as internship coordinator and graduate advisor. (APK)
- Expand and remodel the on-campus advising facility to better handle the increasing number of students. (APK)
- Improve advising services for UF Online students by hiring a dedicated advisor and consolidating UFO services in contiguous space (HHPA)

**Strategy 3:** Increase student enrollment in College courses and degree programs.

**Tactics planned by individual units:**

- Conduct a feasibility, cost, and market analysis in support of developing an on-line non-thesis master's program in health education and behavior. (HEB)
- Conduct a feasibility, cost, and market analysis in support of developing one on-line certification program, e.g., community-based digital health. (HEB)
- Increase our M.S. population to exceed 60 total students per year. Sustain this level until we can increase the course offerings and improve curriculum for our students. (APK)
- Implement an undergraduate degree program in fitness/wellness via UF Online. (APK)
- Develop a 4+1 Masters/Bachelors combined degree within our exercise physiology program. (APK)

**Goal II. Prioritize excellence in education.**

**Strategy 1.** Optimize the curricula of our degree programs.

**Tactics planned by individual units:**

- Continually develop and maintain innovative teaching programs of the highest

quality. (TRSM)

- Streamline the Ph.D. graduate education curriculum to focus on development of problem solving skills and creativity (APK)

- Upgrade the core curriculum to ensure that PhD students master the basic topics with less redundancy and more focus. (APK)

- Streamline and incentivize the PhD qualifying exam and proposal process to move students through the program more rapidly. (APK)

- Develop and offer online undergraduate courses in the UFO and graduate courses through a non-thesis MS degree program. (HEB)

**Strategy 2.** Promote successful matriculation of our students.

**Tactics planned by individual units:**

- Sustain teaching programs that effectively impart knowledge about the philosophies, theories and practical applications of our fields to develop the next generation of leaders in our profession. (TRSM)

- Initiate and develop entrepreneurial programs related expertise in tourism, recreation and sport that contribute to the quality of life of the university, communities and organizations. (TRSM)

- Expand opportunities for research education and training at all levels. (HEB)

- Increase degree completion rate and decrease time to degree completion (HHPA)

**Strategy 3.** Enhance the development of professional skills.

**Tactics planned by individual units:**

- Integrate a renewed focus on ethics (HHPA)

- Transition the Athletic Training (AT) degree program from an undergraduate to a graduate professional degree with major improvements in the curriculum and clinical experiences of the students. (APK)

- Restructure the format of PhD dissertation proposals to mimic a pre-doctoral training grant application; provide financial incentives for submitting predoctoral grants. (APK)

- Provide excellent instruction and mentoring to help doctoral students develop their teaching skills in the classroom. (TRSM)

- Encourage faculty members to be aware of industry trends and demands, and the most contemporary best practices and creative instructional pedagogies. (TRSM)

- Provide continual guidance to the professional placement of students through practicum experiences, internships and professional positions in the industry. (TRSM)
- Incorporate more professional writing opportunities in the curriculum and enhance the quality of the graduate professional writing course. (HEB)
- Review instruction on statistics and research methods and revise/expand as needed. (HEB)

**Strategy 4.** Improve instructional infrastructure.

**Tactics planned by individual units:**

- Restructure the resident labs for human physiology, investing in equipment and expertise to allow hands-on physiological measurements by undergraduate and graduate students. (APK)
- Upgrade the facilities for our AT program to expand hands-on educational opportunities in-house. (APK)
- Continue to utilize technology in the delivery of instruction, including distance education courses, certificates, and programs. (TRSM)
- Complete the build-out of Florida Gym classrooms that currently lack ceilings. (HHPA)

**Strategy 5.** Continue the enhancement of PhD training.

**Tactics planned by individual units:**

- Increase stipends of PhD graduate students to levels that are in the top 10% of exercise science/kinesiology programs in the country. (APK)
- Develop a second “in-house” T32 national training grant, or equivalent, in areas related to muscle physiology by the end of 2017. (APK)
- Facilitate and provide exceptional quality in all doctoral courses, mentoring, and scientific training. (TRSM)
- Faculty should seek the necessary funding to support their doctoral students. (TRSM)
- Implement a national recruitment plan for graduate admissions at the doctoral level. (HEB)
- Generate additional revenue to fund graduate research assistantships at competitive levels and support student travel to professional/scientific meetings. (HEB)

**Goal III. Enhance the student experience.**

**Strategy 1.** Increase student body diversity in its most inclusive sense.

**Tactics planned by individual units:**

- Increase the diversity of our faculty with all new hires by gender, race, religion, nationality, and disability. (APK, HEB)
- Recruit students from diverse racial, ethnic, socioeconomic, and geographic backgrounds. (HHPA)
- Work with campus partners (e.g., Dean of Students, Multicultural and Diversity Affairs, Black Student Experience Task Force, Institute of Black Culture) to enhance culture of inclusion. (HHPA)
- Provide college-wide opportunities for faculty and students to have conversations and be trained on sensitive issues related to diversity (HHPA)
- Analyze college programs that enroll underrepresented minority students most effectively and implement the best practices of these programs to increase diversity more broadly. (HHPA)

**Strategy 2.** Expand opportunities for student engagement and leadership.

**Tactics planned by individual units:**

- Continue to provide important industry stakeholders and partners with relevant and timely knowledge to advance the quality of life in communities and organizations. (TRSM)
- Maintain support for the UF Lambda chapter of Eta Sigma Gamma, a health education honorary that promotes the professional development of students. (HEB)
- Encourage and support student involvement in discipline-specific national scientific and professional organizations. (HEB)
- Improve quality of life through support and promotion of community involvement, community service, and public service. (HHPA)
- Work with identified groups of people and industries to identify and address issues affecting their well-being. (TRSM)

**Strategy 3.** Increase engagement with campus partners to position students for successful matriculation.

**Tactics planned by individual units:**

- Collaborate with the Department of Biology to develop a new course in human physiology (BSC3096) that will be available for both resident and online students. (APK)

- Collaborate with TRSM to formalize a new academic program in athlete development, sharing the teaching load and academic revenue. (APK)
- Strengthen cross-cutting educational programs with select colleges across campus that have shared health-related missions. (HEB)
- Explore educational intersections with other HHP departments and centers. (HEB)
- Work with other HHP units to deliver quality distance education programs more efficiently. (HEB)

**Goal IV. Elevate the quality and quantity of College research, increasing both scholarly impact and the benefits to society.**

**Strategy 1.** Increase research impact as indexed by scientific metrics and societal benefit.

**Tactics planned by individual units:**

- Recruit additional tenure-accruing faculty for their area of expertise and excellence as scholars. (HHPA)
- Faculty and students must engage in innovative and conceptually sound research that contributes to the body of knowledge and ultimately enhances the quality of lives in communities and organizations. (TRSM)
- Faculty and doctoral students must successfully translate their research findings and products for practical settings for the purpose of improving the lives of constituencies. (TRSM)
- Faculty members should seek the necessary funding to answer their most compelling research questions. (TRSM)
- Faculty and students should initiate and participate in interdisciplinary and international research initiatives. These initiatives should include synergistic contributions from TRSM, HHP, and UF colleagues. (TRSM)
- Extend strategic faculty hiring with cluster hires in key behavioral health areas to promote research collaborations and expand extramural funding opportunities. (HEB)
- Explore potential for collaborative hires with other units including preeminence hires. (HEB)
- Develop and expand community-academic partnerships for research; plan for sustainability of established partnerships. (HEB)
- Resource and develop essential research infrastructure for the Center for Digital Health and Wellness to support collaborative research. (HEB)

- Increase requests for funding from scientific agencies, including the Department of Defense, and from pharmaceutical and biomedical industries. (APK)
- Increase funding for extramural research by 5% within one year and 25% within 5 years. (APK)

**Strategy 2.** Expand public awareness of College research accomplishments.

**Tactics planned by individual units:**

- Faculty and doctoral students must successfully disseminate impactful and compelling research to the scientific knowledge base in their niche research streams. (TRSM)
- Achieve Top Three ranking by the National Research Council. (APK)
- Initiate a behavioral and community science seminar series for academic and community stakeholders. (HEB)
- Promote the research accomplishments of College faculty and students using institutional publications, web-based communications, and public media. (HHPA)

**Goal V. Facilitate new and nurture existing ties among alumni, friends, and stakeholders.**

**Strategy 1.** Establish and maintain an outstanding Office of Development.

**Tactics planned by individual units:**

- Recruit and retain skilled development officers who understand our College and are passionate about their craft. (HHPA)
- Develop a strong portfolio of potential donors including alumni and non-alumni. (HHPA)
- Establish a well-defined process that defines the interests of potential donors and enables meaningful giving. (HHPA)
- Pursue opportunities for foundation and corporate support of College programs. (HHPA)

**Strategy 2.** Develop effective communication with alumni, donors, and other stakeholders.

**Tactics planned by individual units:**

- Update the HHP website by improving accuracy, aesthetics, and ease of navigation. (HHPA)
- Refine and extend the impact of *Performance* magazine on our alumni. (HHPA)

- Develop efficient strategies for electronic communication with all stakeholders. (HHPA)

**Strategy 3.** Increase synergy among staff, faculty, and students in development efforts.

**Tactics planned by individual units:**

- Create efficient means of communicating news about alumni events, program updates and development needs. (TRSM)
- Identify areas of excellence that interest potential donors and are well represented across departments, thereby emphasizing college strengths and increasing visibility to donors. (HEB)
- Establish meaningful relationships between potential donors and College faculty. (HHPA)
- Engage advisory groups to promote fund raising and alumni relations. (HHPA)
- Involve retired faculty in College communications and development efforts. (HHPA)

**Goal VI. Grow the breadth and depth of internationalization.**

**Strategy 1.** Integrate an international focus into education and research programs.

**Tactics planned by individual units:**

- Integrate global awareness and intercultural competence into student learning. (TRSM)
- Increase faculty scientific contributions in international venues and publications. (HEB)
- Expand study abroad opportunities for students and faculty and identify international research incentives for faculty. (HEB)
- Revise current course offerings with purposeful consideration of international perspectives. (HHPA)
- Offer courses that enable efficient fulfillment of requirements for HHP students in the International Scholars program. (HHPA)

**Strategy 2.** Grow co-curricular and engagement opportunities.

**Tactics planned by individual units:**

- Expand study abroad and exchange opportunities for students and faculty. (HEB)

- Initiate and participate in interdisciplinary and international research initiatives. These initiatives should include synergistic contributions from TRSM, HHP, and UF colleagues. (TRSM)
- Identify international research incentives for faculty. (HEB)
- Increase faculty scientific contributions in international venues and publications. (HEB)
- Expand awareness of campus events that fulfill requirements for the International Scholars ePortfolio. (HHPA)