

**TO:** Mike Mahon  
President and Vice Chancellor

**DATE:** April 8, 2013

**FROM:** Robert A. Boudreau  
Chair, University Review Committee

**RE:** Department of Kinesiology and Physical Education, Academic Quality  
Assurance Review

In accordance with the U of L *Academic Quality Assurance Policy and Process*, the University Review Committee approved the review of the Department of Kinesiology and Physical Education at its December 18, 2012 meeting.

The Program Review Coordinator for this review was Michelle Helstein. The review produced four documents:<sup>1</sup>

1. *Self-Study Report– Department of Kinesiology and Physical Education* (March 22, 2012) – self-study report developed by the Program Review Coordinator.
2. *External Review Report for the Department of Kinesiology and Physical Education, University of Lethbridge* (May 23, 2012) – prepared by external reviewers David Andrews (University of Windsor) and Patricia Vertinsky (UBC).
3. *Department Response to External Review – Department of Kinesiology and Physical Education* (September 27, 2012) – response of the Program Review Coordinator to the external review.
4. *Programme Review – Department of Kinesiology and Physical Education* (December 11, 2012) – response to the review, written by Chris Nicol, Dean of Arts and Science.

## ***Self Study***

The Self Study Report summarized the strengths, challenges, and opportunities for the Department of Kinesiology and Physical Education:

---

<b>Strengths</b>	<ul style="list-style-type: none"><li>• Faculty members and programs show a commitment to liberal education and interdisciplinary dialogue.</li><li>• Graduates are critical and reflective thinkers.</li><li>• Small class sizes and applied learning experiences.</li><li>• Strong, consistent undergraduate enrolment. Together, the Kinesiology and Exercise Science Majors have the largest number of students of any Major in the Faculty of Arts and Science.</li><li>• Robust growth in graduate education.</li><li>• Integration of research, teaching, and applied learning.</li><li>• Much active work within the community.</li></ul>
------------------	---

---

<sup>1</sup> All documents are available upon request.

---

<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Competition for students from the large Faculties of Physical Education/ Kinesiology at the U of A and U of C.</li> <li>• Competition for undergraduate students from Mount Royal University and Grant McEwan University.</li> <li>• Undergraduate student retention.</li> <li>• Tensions between large numbers of undergraduate students, a growing population of graduate students, and a low number of faculty members.</li> <li>• High ratio of Academic Assistants to tenured/tenure-track faculty.</li> <li>• Making effective use of limited lab equipment for teaching and research.</li> <li>• Competition for external research dollars from larger institutions.</li> <li>• Growing graduate programming with limited resources.</li> </ul>
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>• Act as an example of the strengths of interdisciplinary dialogue.</li> <li>• Use the Department's unique features – liberal education, small class sizes, applied learning opportunities, active researchers – to increase applications and enrolments.</li> <li>• Continue to grow graduate education by drawing upon innovative, interdisciplinary graduate programming and our strong undergraduate research culture.</li> <li>• Build a stronger research profile as faculty members mature into mid-career and senior academics.</li> </ul>

---

For the future, the Department aims to contribute to three strategic directions from the U of L's 2009-13 Strategic Plan: confirm our place as a comprehensive university; enhance the student experience; and build internal community and enhance relationships with external communities. To help achieve this, the Department will seek two tenure-track faculty and one term or tenure-track position.

From the external reviewers, the Department sought advice on six issues:

- Building a culture of graduate studies and recruit new graduate students in an emerging graduate program.
- Addressing the constraints on growth in research funding and graduate students placed by the Department being part of a smaller university.
- The need for increased staffing.
- How the Department is meeting its objectives in providing breadth across the study of human movement.
- How to systematically maintain and upgrade laboratory supplies and equipment used in teaching and research.
- The need for an Academic Advisor to serve growing numbers of undergraduate students in the Department.

## **External Review**

The External Review Report praised the Department's positive learning environment, dedicated faculty members who produce quality research and scholarship, opportunities for practical and applied learning, and focus on liberal education and small class sizes.

The External Reviewers cautioned about the overly complex programming (six Majors), lack of graduate courses, teaching of basic courses mostly by Academic Assistants, some dated undergraduate programming, centralized provision of support systems for the Department, and inadequate resourcing.

The report contained five main recommendations:

1. Continue to grow the graduate program within the Department.
2. Review the undergraduate program, and its Majors, curricula, professional focus, and physical activity courses.
3. Reconsider how the Department uses central U of L resources in academic advising, technological support, and graduate student support and funding.
4. Nurture the Department's research culture through support mechanisms, increased funding opportunities, and reduction/redistribution of teaching loads.
5. Make the next faculty member hire a more senior academic who can help mentor faculty, nurture a research and graduate student culture, and reconstruct the undergraduate programs.

## **Program Response**

<b>External Review Report Recommendation:</b>	<b>Program Response:</b>
1. Continue to grow the graduate program within the Department.	<ul style="list-style-type: none"><li>• The Kinesiology Graduate Studies Committee is developing a common KNES grad student seminar, which will be approved for implementation in Fall 2013.</li><li>• Faculty will continue to promote Independent Studies and the Undergraduate Honours Thesis, to get more undergrads interested in research.</li><li>• The Kinesiology Independent Studies Committee is creating guidelines for undergraduate thesis projects and revising the guidelines for eligibility and acceptance, for implementation in Fall 2013.</li><li>• Kinesiology will get 6.0 credits in course relief per year and \$7500 per year in funds for three years, to allow for increased communication and events related to graduate studies and research. In Fall 2012 the Dept will develop a selection process for who takes on these tasks, outline the objectives and benchmarks, and develop an approved budget.</li></ul>

---

**External Review Report  
Recommendation:****Program Response:**

---

2. Review the undergraduate program, and its Majors, curricula, professional focus, and physical activity courses.

- One lecture in KNES 2200 will be set aside for faculty to highlight and promote research.
- All faculty will teach at the introductory level at least once every other year.

3. Reconsider how the Department uses central U of L resources in academic advising, technological support, and graduate student support and funding.

- A PHAC (Physical Activity) Working Group is studying how activity courses are structured, organized, and integrated into programs across Canada and will present recommendations.
- A B.A. Working Group is reviewing B.A. requirements to ensure that programming is streamlined and efficient.
- A B.Sc. Working Group is reviewing B.Sc. KNES and B.Sc. Exercise Science to ensure that programming is streamlined and efficient. This group will consider if the two degree options are needed and the potential for a B.Sc./B.Ed.
- A KNES-specific advisor is not possible, but the Department will work with Academic Advising to improve consistency.
- The Department co-Chairs will investigate how expenses related to faculty research labs are handled in comparable departments and work with the Dean's office to build a better process.
- The Department will get \$7500 per year in funds for three years, to allow for increased communication and events related to graduate studies and research and building a graduate culture.

4. Nurture the Department's research culture through support mechanisms, increased funding opportunities, and reduction/redistribution of teaching loads.

- Much of the response to recommendation 1 applies here.
  - The Department cannot reduce teaching loads, as these are determined at the Faculty level. However, the Faculty's Graduate Education Guidelines provide for course relief related to graduate teaching and supervision when this relief does not interfere with undergraduate programs. The working groups (see response to recommendation 2) will consider this in their work.
-

---

**External Review Report  
Recommendation:****Program Response:**

---

- |  |  |
|--|--|
| <p>5. Make the next faculty member hire a more senior academic who can help mentor faculty, nurture a research and graduate student culture, and reconstruct the undergraduate programs.</p> | <ul style="list-style-type: none"><li>• Kinesiology is committed to prioritizing area of expertise over the seniority of new faculty hires. Addressing gaps in areas of expertise is more critical.</li><li>• The Department will look for staffing continuity and the possibility of future hires at a more senior level.</li></ul> |
|--|--|
- 

***Dean's Response***

**Placement of Department**— Staying within the Faculty of Arts and Science is the preferred future for the Department. However, the Department should explore collaborative instructional and research initiatives with other academic units.

**Curriculum**— The Department will collect background information and begin revising the undergraduate and graduate curriculum, through the working groups that have been established to handle curricular revision and redevelopment. Undergraduate student numbers must be maintained and ultimately increased to serve non-major undergraduates.

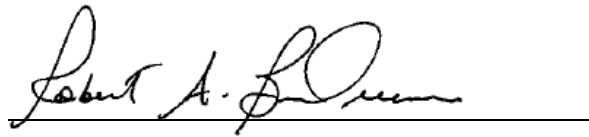
**Communication and graduate culture**— Department faculty members will act as a Communications Coordinator and a Research and Graduate Culture Coordinator. The Dept. will get \$7500 per year for three years for communication and graduate studies and research activities.

**Resource issues**— The Department will look at developing collaborations with the Faculty of Health Sciences related to health and wellness. Augmenting the faculty complement is important to facilitate growth and build research capacity. The Department must seek additional funds from new and existing external sources to recruit additional academic staff.

**Career development and assignment of duties**— Many of the faculty are at an earlier career stage, and they can benefit from the advice of the U of L President and Associate Vice President (Research), both of whom are faculty members of this Department. Rather than hiring a new faculty member at a senior level, the Department will concentrate on building capacity overall, below the senior level. The Department will implement the Faculty's new guidelines on assignment of duties, which make it easier for faculty to contribute to graduate education. There will be differences in the assignment of duties to reflect differential strengths in research, scholarship, and teaching.

The University Review Committee is satisfied that the Department of Kinesiology and Physical Education academic quality assurance review has followed the U of L's academic quality assurance process appropriately, and acknowledges the successful completion of the review.

Sincerely,

A handwritten signature in black ink, appearing to read "Robert A. Boudreau", is written over a horizontal line.

Robert A. Boudreau

Chair, University Review Committee

Cc: Andrew Hakin, Provost and Vice President (Academic)