

East Carolina University
College of Health and Human Performance
Integrated Strategic Plan for 2007-08, 2008-09, 2009-10
(Oct 4, 2007)

College of Health and Human Performance Values

The East Carolina University College of Health and Human Performance (HHP) seeks to, “*discover, educate, and motivate for a healthy tomorrow.*” College faculty, students, and staff strive to contribute the health, well-being, and quality of life of individuals and communities, particularly those in eastern North Carolina, while valuing:

- ethical conduct, diversity, empowerment, and respect for all people;
- excellence in learner-centered instruction that prepares students for a global society;
- a diversity of contributions to new knowledge achieved by means of basic, applied, and action research using qualitative and quantitative research approaches;
- interdisciplinary, interprofessional, collaborative approaches to research, teaching, and service;
- community engagement and service by faculty, students, and staff;
- the promotion of personal and professional leadership skills.

HHP Areas of Distinction

The College of Health and Human Performance has been at the forefront of teaching, research, and service since its inception as a school in 1993. Areas of excellence in the college include the following:

- ***Teaching*** as reflected in consistently excellent Student Opinion of instruction Scores (SOIS) earned by college faculty and the growing proportion of faculty who have been honored as University teaching excellence award recipients, including two top University award recipients. In addition, two academic programs, Recreational Therapy and the PhD in Bioenergetics, have been nationally recognized for their excellence. All programs in the College for which accreditation is available are currently accredited.
- ***Research*** as exemplified by, but not limited to, the work of the faculty in the Department of Exercise and Sport Science Human Performance Laboratory, several of whom have consistently received, large, highly competitive externally funded awards from the National Institutes of Health, and have been recognized for research excellence at the University level. In addition, our social scientists in the three departments that comprise the college have increased their national visibility and external funding efforts. Moreover, our HHP faculty have increasingly been working collaboratively and interprofessionally in pursuit of research questions of regional and national significance such as the biochemical mechanisms and socio-behavioral influences underlying diabetes, metabolic syndrome, physical movement during aging, the psychology of exercise, infant mortality, pre-partum smoking, and a myriad of other issues.
- ***Service*** through leadership in service learning, volunteerism, representation in faculty governance and academic affairs, and a diversity of contributions to the college, university, region, and beyond. Several faculty in the college have been recognized by the university or their professional organizations for their professional contributions.

In essence, HHP faculty and students work to change and improve lives by discovering and disseminating:

- new findings on the benefits of healthy diet, regular exercise and physical activity on disease prevention and treatment.
- new methods to increase exercise and physical activity in our society.
- New findings on the roles of leisure and sport to improve quality of life for individuals, families, and communities.
- New findings on protecting the environment and the ecology of natural resources.
- New assessment techniques and interventions to prevent exposure to intra-and extra personal health hazards.
- Surveillance techniques, data management options, and effective interventions for the purpose of reducing health risks/hazards.
- Research about wellness strategies that contribute to improved quality of life.
- Technological innovations and general educational techniques to assist in delivering new knowledge in environmental and personal health.

The Vision and Mission of the College of Health and Human Performance

“Discover, educate, and motivate for a healthy tomorrow”

Vision Statement: The College of Health and Human Performance strives to become a national leader by increasing its productivity by at least 10% from 2007 to 2010.

Mission Statement: The mission of the college of Health and Human Performance is to improve health, well-being and quality of life.

Goals of the College of Health and Human Performance

In order of priority:

1. Create the highest quality learning environment possible for HHP students.
2. Contribute to the health of the region and beyond by protecting and promoting health, well being, and quality of life and preventing disease by means of research, education, and service.
3. Recruit, support, and graduate a diverse and well-prepared student population.
4. Recruit, support, and retain a high quality, diverse faculty and staff able to meet the needs of a global society.
5. Support and reward faculty excellence in teaching, research, and professional service.
6. Develop faculty, staff, and student leaders.
7. Increase development funds raised on behalf of the college.
8. Contribute to the prosperity of the region and beyond,
9. Ensure good stewardship of all resources available to the college.

Objectives: College of Health and Human Performance

- 1. Create the highest quality learning environment possible for HHP students.**
 1. HHP Dean's office in collaboration with the HHP Executive committee will enhance college facilities and equipment on an on-going basis.
 2. HHP Departments will increase diversity in the makeup of faculty, staff, and students on an on-going basis.
 3. Faculty advisors and advisors in the HHP Advising Center will provide quality advising and other support services to increase student satisfaction, recruitment, and retention on an on-going basis.
 4. HHP Departments will seek support for one or more new doctoral programs by 2010.
 5. HHP Dean's Office and Department Chairs will advocate that all HHP facilities meet all ADA specifications on an on-going basis.
 6. HHP Departments, by 2010, will explore the possibility of an undergraduate student mentoring program that fosters the pursuit of graduate education.
 7. HHP Dean's Office and Department Chairs will continually advocate for new and improved laboratories and activity/teaching space where faculty-student teams can conduct research and pursue active learning experiences.

- 2. Contribute to the health of the region and beyond by protecting and promoting health, well being, and quality of life, and preventing disease by means of research, education, and service.**
 1. HHP faculty will be leaders and contributors in the development of institutes and centers related to the mission of the college during the years 2007-2010.
 - a. HHP faculty will be leaders in the development of the Metabolic Institute.
 - b. HHP faculty will be contributors to the development of the Center for Teaching Excellence.
 - c. HHP faculty will be leaders in the development of a possible research center or institute that focuses on the reduction of health disparities.
 2. HHP Dean will work to increase college resources, including facilities and equipment by 10% by the year 2010.
 3. HHP faculty will increase external funding support within the college by 10% by the year 2010 by....
 - a. increasing the proportion of HHP faculty members with external support submissions to greater than 10%, and
 - b. increasing the annual amount of externally funded awards to HHP faculty by at least 10%.
 4. HHP faculty will increase the dissemination of knowledge in their respective disciplines by...
 - a. identifying publication benchmarks within each discipline by 2008 and
 - b. increasing HHP faculty publication rates in quality journals by 10% by 2010.
 5. HHP faculty and students will increase the number of hours they dedicate to professional service in the community by 10% by the year 2010.
 6. HHP Dean's office and Executive Committee annually will conduct a budget and priority analysis in support of the core mission (2008, 2009, 2010).

- 3. Recruit, support and graduate a diverse and well-prepared student population.**

HHP recognizes and values the significant contributions to learning, empowerment, and respect for others associated with a learning environment that involves students who represent diversity in such areas as gender, age, religion, race/ethnicity, sexual orientation, socioeconomic status, disability, and geographical location. Student scholarships and the

availability of assistantships and in-state and out-of-state remissions can contribute to the recruitment and retention of a diverse student population. Assistantships can contribute to degree completion by students due to their increased involvement in and connection to the college and their academic programs. Access to higher education opportunities among diverse populations, including the rural eastern North Carolina populace, can be enhanced by means of a digital, on-line course delivery format. HHP can thus contribute to higher education opportunities for place-bound individuals, cohorts, and interested people by expanding course and program offerings in a digital, on-line format and by enhancing the quality of currently offered programs in the disciplines represented by the college.

1. HHP dean's office and department chairs will collaborate with the HHP Major Gifts Officer on an on-going basis to increase the number of scholarships available and offered to HHP students.
2. HHP Advising Center, department chairs, and faculty will participate on an on-going basis in high school and community college recruitment efforts at the undergraduate level (i.e., fall and spring ECU open houses; academic program presentations at an all-college fall advising session) and graduate recruitment efforts at the university (i.e., the annual graduate program fair) and regional and national conferences.
3. HHP faculty will increase by 10% external funding for research, teaching, and service that includes graduate student assistantship stipends and in- and out-of-state tuition by the year 2010.
4. HHP dean's office will advocate that the ECU Graduate School increase financial support for graduate student by 2010, including:
 - a. an increased number of assistantships,
 - b. health care coverage as a part of assistantship packages,
 - c. increased in- and out-of-state remissions.
5. HHP departments and academic programs will evaluate the need and, where appropriate, increase academic opportunities that appeal to a diverse population on an on-going basis.
6. HHP departments and academic programs annually will identify and monitor learning outcomes in academic programs (2008, 2009, 2010), including:
 - a. collecting and reporting annual data on student learning outcomes within academic programs, and
 - b. reporting areas of student success and challenge.
7. HHP departments will assess the possibility of offering distance education delivery for graduate programs in areas including but not limited to physical education pedagogy, sport management, and environmental health by the year 2010.

4. Recruit, support, and retain a high quality, diverse faculty and staff able to meet the needs of a global society.

HHP values diversity among faculty, staff, and students, and the preparation of students for working in and contributing to a global society.

1. HHP dean and department chairs will biannually assess and advocate for increased faculty and staff salaries comparable to the average of institutions of higher education nationally (2009).
2. HHP department chairs will earmark internal funding or overhead for faculty research and creative activity endeavors on an annual basis (2008, 2009, 2010).
3. HHP Executive Committee will annually assess and strive for adequate space allocation for research (2008, 2009, 2010).

4. HHP Executive Committee will develop policies that encourage faculty reassignment in an effort to reward excellence by the year 2010.
5. HHP dean's office and department chairs will collaborate with the institution to increase faculty and staff training and in-service opportunities on an on-going basis.
6. HHP department chairs will identify and provide a minimum level of travel support related to faculty research activities by the year 2010.
7. HHP department chairs and faculty will collaborate with others at the university in the recruitment of a diverse faculty on an on-going basis and will...
 - a. Participate in a university marketing plan targeting minority/underrepresented faculty candidates by the year 2010,
 - b. Increase efforts to recruit and hire minority faculty and staff by the year 2010,
 - c. Evaluate and market HHP academic programs in an effort to recruit a diversity of faculty by 2009,
 - d. Increase the visibility and marketability of the college to potential faculty by increasing annual faculty scholarly publication and presentation rates (2008, 2009, 2010).
8. HHP faculty will advocate that all ECU facilities meet all ADA specifications and do so on an on-going basis.

5. Support and reward faculty excellence in teaching research, and professional service.

HHP strives to become a national leader in each of its disciplines. Faculty excellence must be rewarded as faculty strive to increase their productivity during the ensuing three years. In addition, the growing faculty researchers with world class reputations and the sophisticated level at which they are conducting research in one of our units demands additional facilities and equipment in order to enable them to achieve and sustain status as a Center of Excellence at the university and beyond.

1. HHP department chairs will ensure their department develops and is recognized for at least one focus of excellence by 2010 by...
 - a. Promoting their departmental focus/foci of excellence by 2010.
 - b. Encouraging interdisciplinary/inter-professional contribution related to the departmental focus/foci of excellence by the year 2010,
 - c. Identifying faculty leaders associated with each focus who will serve as liaisons with others in the department, university, and community/region by the year 2010.
2. HHP dean's office and department chairs will continually advocate for a new building to house the Department of Exercise and Sport Science, including the Human Performance and other laboratories.
3. HHP Major Gifts Officer and Associate Development Director will improve communication with HHP faculty and staff about development opportunities on an on-going basis.
4. HHP departments and dean's office will reward faculty excellence in teaching, research, and professional service by....
 - a. encouraging annual faculty submissions for recognition awards for teaching, research, and service at the college, university, and professional association level (2008, 2009, 2010).
 - b. collaborating with the HHP Major Gifts Officer to institute a monetary reward associated with HHP faculty research and service awards by the year 2010.
5. HHP department chairs will encourage the participation of faculty in professional service contributions to departments, the university, community/region, and professional

- organizations to a degree appropriate to individual faculty members' rank and tenure on an on-going basis.
6. HHP faculty will increase the submission and capture of faculty and student training grants by 2010.
 7. HHP dean's office and department chairs will increase university and regional recognition of HHP faculty research, education, and service on an ongoing basis by....
 - a. continuously communicating with the university news bureau contact person regarding meritorious faculty activities in teaching, research, and service,
 - b. evaluating the accuracy and currency of the HHP website every six months,
 - c. department chairs strengthening the mentoring of faculty and staff by coordinating with university efforts (i.e., Center for Faculty Excellence; Chancellor's Committee on the Status of Women) in implementing best practices in mentoring strategies in their departments on an on-going basis.

6. Develop faculty, staff, and student leaders

The college values community engagement and the promotion of personal and professional leadership skills and service among faculty, students, and staff.

1. HHP dean's office and department chairs will inform faculty and staff about leadership skills building and service opportunities on an on-going basis.
2. HHP faculty associated with each of the departments will provide students with leadership and advocacy training by the year 2009.
3. All HHP personnel will encourage faculty, staff, and student involvement in civic engagement and participation in leadership service, particularly in campus, community/regional and professional venues on an ongoing basis.

7. Increase development funds raised on behalf of the college.

1. HHP Major Gifts Officer will continually promote the involvement of all faculty and staff in development efforts.
2. HHP Major Gifts Officer and Associate Development Director will increase awareness among faculty and staff about development activities through an annual report to the faculty (2008, 2009, 2010).
3. Department chairs will communicate with the HHP Major Gifts Officer about projects and activities that have the potential for donor involvement on an on-going basis.
4. HHP dean's office and department chairs will inform faculty about possible development opportunities that invite inter-professional, collaborative efforts on an on-going basis.
5. HHP Major Gifts Officer and Associate Development Director will track and record development efforts and outcomes on behalf of the college on an annual basis.

8. Contribute to the prosperity of the region and beyond.

The emphasis of the college on the health, well-being, and quality of life of individuals and communities, particularly those in eastern North Carolina, ultimately contributes to the region's prosperity. In addition, involvement in the Center for Sustainable Tourism, enables college faculty, staff, and students to more directly contribute to the prosperity of eastern North Carolina. Externally funded faculty research and service facilitates regional outreach and potential prosperity, as does student involvement in faculty-mentored, community-based, service learning.

1. HHP Department of Recreation and Leisure Studies will become a leader in the development of the Center for Sustainable Tourism by the year 2010.

2. HHP faculty will increase external funding for research and service by 10% by the year 2010, and
3. HHP faculty will provide and annually report service-learning components in courses associated with HHP academic programs (2008, 2009, 2010).

9. Ensure good stewardship of all resources available to the college.

The college strives to use all of its resources rationally, effectively, and efficiently as it pursues its vision and mission.

1. HHP dean's office will maintain accountability for resources by monitoring and reporting resource use at the department and college level at least annually (2008, 2009, 2010).
2. HHP dean's office will ensure that HHP facilities are optimally used throughout the academic year and summer as reflected in an annual assessment of use (2008, 2009, 2010).
3. HHP department faculty will promote the sharing of existing resources such as equipment and space among faculty and staff as reflected in an annual assessment of shared space (2008, 2009, 2010).
4. HHP dean's office will annual apply the most current UNC accountability measures (2008, 2009, 2010).

Conclusion

The ECU College of Health and Human Performance is committed to supporting its students, faculty, and staff in achieving the vision and mission of the college. Above all, we value the provision of the highest quality learning experiences for our students in an atmosphere of respect, empowerment, and ethical conduct. We are committed to creating a learning environment where leadership is advanced and diversity of faculty, students, and staff can work collaboratively, thrive, and achieve excellence.

Our work can and does change lives. Through the generation of new knowledge, ranging from molecular to social science, including pedagogy, and the implementation of empirically sound health promotion and risk reduction interventions, we strive to contribution to the health, quality of life, and prosperity of the people in our region and beyond.

Our desire to contribute to human health, quality of life, and regional prosperity is reflected by consideration by our faculty of preparing future professionals in the following new academic programs. We anticipate planning for these academic programs in the coming three years:

- Interdisciplinary PhD in Health Intervention Sciences in collaboration with School of Allied Health faculty.
- Interdisciplinary master's program in sustainable tourism.
- Collaboration with the College of Education PhD or EdD to offer a concentration in school health education or develop a PhD or EdD in school health in the Department of Health Education and Promotion
- A joint interdepartmental (EXSS and RCLS) MS in Sport Management.

College Needs

The College of Health and Human Performance has one primary need: physical facilities.

The standards of excellence accorded our teaching and leadership, academic programs, and research have occurred despite continuing needs, particularly in the area of additional new physical facilities. We have made some progress in addressing the space needs of two departments in the college with the renovation of the Belk Building, but more must be done. Specifically, the Department of Exercise and Sport Science (EXSS) needs a building that will provide research, laboratory, and physical activity space that will accommodate growing faculty expertise, interdisciplinary collaborative research, doctoral student research, and externally funded research. We have a critical shortage of space available for data collection in exercise and sport science that spans the range of inquiry from basic molecular science, to the basic and applied science of human movement, to the applied science of pedagogy and participatory action research.

The Human Performance Laboratory (HPL), with more NIH funding than any other unit on campus, presents a particularly critical and immediate need in terms of research space. The laboratory currently has limited space in the Ward sports Medicine and FITT buildings adjacent to Minges Coliseum. All molecular work, however, is conducted in the space of six shared research laboratories at Brody School of Medicine (BSOM). These labs, many of which are outdated, are not permanently designated for the work of our scientists. Space in the BSOM labs continually requires re-negotiation; HPL faculty and doctoral students face the risk and uncertainty associated with the ever-present threat of space reallocation. This situation presents a constant barrier to the research conducted by our highly productive faculty and impedes the recruitment of new and advanced basic scientists in the HPL/

The Human Performance Laboratory has developed an outstanding international reputation and, with its growing expertise, reputation, and faculty, is poised to accomplish even more in the area of biomedical research. In addition to the two small laboratories located in the Human Performance Laboratory, the Department of EXSS has five laboratories in two separate buildings: The FITT building for bioenergetics research, an Activity Promotion Laboratory, Developmental Motor Laboratory, Biomechanics Laboratory, and a Visual Motor Laboratory. The Department of EXSS houses at least one Center of Excellence and is poised to develop other areas of excellence. A new building to accommodate the needs of the exceptionally productive EXSS faculty is direly needed.

10/3/07: Respectfully submitted to HHP Faculty by the 2007 HHP Strategic Planning Committee: A. Anderson (HE&P), B. Elmore (HE&P), J. Flood (RCLS), T. Gavin (EXSS), K. Karvinen (EXSS), S. Knight (HHP & HE&P), Chair, D. Loy (RCLS); T Hortobagyi (EXSS). Plan approved by HHP faculty on 10/3/07.