



Strategic Plan

Fall 2019 – Summer 2024

Values

Values statements within the context of a strategic plan represent deeply held convictions, beliefs, priorities, and underlying assumptions that influence the organization's and its team members' attitudes, behaviors and actions. Shared and understood values help define the culture of the organization and provides a framework for decision-making, priority setting and expectation for how team members treat each other, stakeholders, and partners. Core values help establish norms, develop mutual respect and develop a sense of shared purpose.

Innovate	We believe, in a constantly changing world, we must be innovative in our approach and connections to people, nature, cultures and communities.
Respect & Integrity	We believe respect and integrity are at the core of our work. We shall uphold these values in how we treat our team members, our students, our stakeholders, our partners, the environment and the communities we serve. As people of integrity and as people who are respected and who respect others, our chance to be effective agents for change is magnified.
Service	We believe that healthy, thriving and sustainable communities and organizations are built by sharing the strengths in ourselves through intentional service to the communities that we live, work and play in.
Learning	We believe, as an academic unit, in the importance in life-long and continuous learning in all aspects of life, work and within all areas of our organization.
Collaboration	We believe we can do great things together. Together we are stronger and can contribute more. Shared goals and mutual support lead to greater success.
Diversity & Inclusion	We believe in promotion of diversity, equity and inclusion in an ethical manner in all aspects of our operations.
Life-Work Balance	We believe in the importance of supporting each other in incorporating leisure and restoration in personal and professional lives, as this is a basic tenet of achieving a positive quality of life and state of physical and mental health.

VISION

The Department of Parks, Recreation and Tourism Management will be a global leader in knowledge creation, transfer, and application to enhance the well-being of people and places.

MISSION

PRTM improves the quality of life and health of people, communities and environments locally to globally by developing professionals who: serve diverse communities, advance science, and facilitate meaningful teaching, service, and community engagement.

GOALS

- | | |
|--|--|
| Goal 1: RESEARCH | Broaden our leadership in local, national and international research by collectively increasing and continuously improving high quality research outputs. |
| Goal 2: ENGAGEMENT | Expand our engagement and partnership with community organizations, public entities and private corporations locally, nationally and globally. |
| Goal 3: ACADEMIC CORE | Develop highly sought-after graduates by strengthening curriculum and applied learning strategies to ensure graduates are innovative, critical thinkers with skills needed to lead as professionals. |
| Goal 4: LIVING | Uphold a collegial departmental culture and values by maintaining an atmosphere that creates a diverse, supportive, positive environment and life/work balance for our students, faculty and staff. |
| Goal 5: INFRASTRUCTURE & OPERATIONS | Ensure excellence in business operations and departmental infrastructure, ultimately supporting the culture and strategic direction of all areas of the department. |

VISION: To be a global leader in knowledge creation, transfer, and application to enhance the well-being of people and places.

MISSION: PRTM improves the quality of life and health of people, communities and environments locally to globally by developing professionals who: serve diverse communities, advance science, and facilitate meaningful teaching, service, and community engagement.

GOALS		STRATEGIES	OBJECTIVES	METRICS OF SUCCESS
RESEARCH	Broaden our leadership in local, national and international research by collectively increasing and continuously improving high quality research outputs.	1. Strengthen departmental infrastructure to support growth in high quality research outputs.	R1.1 Develop a system and policies that allow for and value differentiated workloads to accommodate more departmental research by 2021. R1.2 Research clusters/emerging research identities will be fully functional by 2021. R1.3 Build/renovate a research facility/innovation lab by 2024. R1.4 Develop a strategic hiring plan to account for future departmental needs by 2021 incorporating ongoing review of staffing needs and gaps as faculty research expands.	<ul style="list-style-type: none"> External research expenditures # Publications # journal articles / # grants applications submitted (\$ value) (PI credit) \$ value grants awarded (PI credit) #/% grant applications completed with multiple departments Grant submissions to awards ratio Baseline measurement for #/% undergraduates participating in research (annually thereafter) # faculty awards # student awards # of local research and applied learning projects # national research projects
		2. Expand and support capacity for local, national and international research.	R2.1 Grow the number of national & international research projects by 20% by 2024. R2.2 Develop 2 substantive research partnerships or “sister campuses” to support research with other Universities globally by 2024.	
		3. Promote, celebrate and build an appreciation of a diversity of research and research outputs in PRTM (to include both funded and high-impact non funded research).	R3.1 Disseminate research to public in a meaningful way. Increase departmental average number of publications by 10% by 2024. R3.2 Increase communications regarding awards, publications, grants, etc.	
		4. Build on departmental strengths and assets to expand and strengthen quality research.	R4.1 Institute Junior-Senior level faculty research mentorships. R4.2 Partner with enterprises such that all enterprises are active in research by 2024. R4.3 Increase undergraduate capacity for & participation in research. Achieve 10 -15% undergraduate students involved in faculty-led research each year. R4.4 Develop a process for supporting undergraduate research and tracking student engagement. R4.5 Connect with college-wide interdisciplinary research teams. R4.6 Build graduate academic research expectations to increase grant writing experience and academic publications.	
		5. Enhance research support and expectations of students.	R5.1 Develop a plan to separate master’s and PhD classes where appropriate R5.2 Utilize research seminar or add additional seminars that focuses most of the class time on student discussion and collaboration. R5.3 Develop an on-track system/timeline for students to utilize to guide them through research process and timelines by Fall 2020.	

VISION: To be a global leader in knowledge creation, transfer, and application to enhance the well-being of people and places.

MISSION: PRTM improves the quality of life and health of people, communities and environments locally to globally by developing professionals who: serve diverse communities, advance science, and facilitate meaningful teaching, service, and community engagement.

GOALS		STRATEGIES	OBJECTIVES	METRICS OF SUCCESS
ENGAGEMENT	Expand our engagement and partnership with community organizations, public entities and private corporations locally, nationally and globally.	6. Increase focus on the international dimensions of our field.	E6.1 Establish an educational partnership program with one or more (perhaps a consortium) of international universities. And see obj. R2.2 E6.2 Enact a cross-cultural experience requirement for 100% undergrad. students.	<ul style="list-style-type: none"> # international research projects # research projects with enterprise groups # student study abroad and cross-cultural experiences # international partnerships
		7. Increase engagement & collaboration among, research, academics, staff, enterprise groups and communities.	E7.1 Seek research opportunities with the enterprises. (see R4.2) E7.2 Develop a business mentoring program through our enterprise groups. E7.3 Continue to support field work and community-based experiences.	
		8. Establish new and creative organizational partnerships.	E8.1 Pilot provision of certificate and professional development programs to employees of organizational partners. E8.2 Explore idea of a business sponsor (s) – what it looks like, benefits, roles, etc. E8.3 Increase pool and variety of internship connections for students by 20% by 2024.	



Strategic Plan - Fall 2019 – Summer 2024

VISION: To be a global leader in knowledge creation, transfer, and application to enhance the well-being of people and places.

MISSION: PRTM improves the quality of life and health of people, communities and environments locally to globally by developing professionals who: serve diverse communities, advance science, and facilitate meaningful teaching, service, and community engagement.

	GOALS	STRATEGIES	OBJECTIVES	METRICS OF SUCCESS
ACADEMIC CORE	<p>Develop highly sought-after graduates by strengthening curriculum and applied learning strategies to ensure graduates are innovative, critical thinkers with skills needed to lead as professionals.</p>	<p>9. Build on and strengthen our academic core to uphold a consistency of innovation, relevance and rigor across all programs.</p>	<p>A9.1 Define & uphold a consistent culture & expectation of student accountability and academic rigor across ALL programs, concentrations and classes. By Spring 2020, expectations for all level of students will be defined.</p> <p>A9.2 Utilize EDGE to serve as a foundation to set the tone of student expectations, accountability and rigor. Begin incorporating new components by 2020.</p> <p>A9.3 Develop an Office of Student Success to improve academic advising system to support students’ academic and professional goals to the fullest. Develop plan by Spring 2020 with full implementation by Spring of 2021.</p> <p>A9.4 Review each curriculum every five years against industry trends and update as appropriate. (Curriculum will be reviewed on a rotating basis so not all are reviewed in the same year.)</p> <p>A9.5 Seek program accreditation for all degree programs by 2024.</p> <p>A9.6 In coordination with the Pedagogy Cluster, develop a proposal for refined evaluation of teaching effectiveness (beyond instructor evaluations) and student learning by Fall of 2022.</p> <p>A9.7 Complete an internal scan of writing across the discipline and develop a coordinated plan of action that will integrate and improve key writing elements across the PRTM curriculum by Spring 2021.</p> <p>A9.8 Complete an internal and external curriculum scan to understand how and where to improve the integration of relevant business and management content across the PRTM curriculum by Spring 2021.</p> <p>A9.9 Improve on-campus and on-line graduate admissions process to be more selective (application process, in person interviews, etc.), while maintaining enrollment. Implement new process by Fall 2020.</p>	<ul style="list-style-type: none"> • % students acquiring jobs upon graduation • Review of student survey feedback annually • # programs accredited • # post-doc, professor of practice and visiting faculty utilized each year • # on-line students • # students completing certificate programs • # PhD students enrolled annually. • Begin tracking the # of PhD candidates and graduates annually • # degrees awarded • Graduate student completion rate • # students enrolled (undergrad, grad, PhD)



Strategic Plan - Fall 2019 – Summer 2024

VISION: To be a global leader in knowledge creation, transfer, and application to enhance the well-being of people and places.

MISSION: PRTM improves the quality of life and health of people, communities and environments locally to globally by developing professionals who: serve diverse communities, advance science, and facilitate meaningful teaching, service, and community engagement.

	GOALS	STRATEGIES	OBJECTIVES	METRICS OF SUCCESS
ACADEMIC CORE	Develop highly sought-after graduates by strengthening curriculum and applied learning strategies to ensure graduates are innovative, critical thinkers with skills needed to lead as professionals.	<p>10. Retain and hire the world’s most talented faculty who excel in & are accountable for innovative, high-quality and professional teaching.</p> <p>11. Embrace and appreciate a variety of academic pathways that meet the growing demands of today’s degree-seekers.</p> <p>12. Advance pedagogy that embraces critical thinking around the complexity of current cultural and social issues.</p>	<p>A10.1 Provide training for faculty on best practices for mentoring by Fall 2019 and annually thereafter.</p> <p>A10.2 Increase utilization of professors of practice, post-docs and visiting faculty.</p> <hr/> <p>A11.1 Develop an academic pathways map by Spring 2020 to clarify target students, enrollment targets and outcomes for the various academic programs offered (on-line vs. on-campus; masters vs. PhD; thesis vs. non-thesis; and to include descriptions and policies).</p> <p>A11.2 Increase overall enrollment of online and certificate programs by 20% by 2024.</p> <hr/> <p>A12.1 Integrate curriculum and course management that supports and values tolerance, respect and civility.</p> <p>A12.2 Encourage innovative use of global perspectives and learning.</p> <p>A12.3 Complete an internal curriculum scan of critical thinking activities to understand how and where to improve critical thinking across the PRTM curriculum by Spring 2021.</p> <p>A12.4 Develop an incentive system that promotes faculty participation in University initiatives for critical thinking and innovative teaching initiatives.</p> <p>A12.5 Develop a strategic service-learning initiative that increases student and faculty engagement with local communities and real-world problems.</p>	<ul style="list-style-type: none"> • % students acquiring jobs upon graduation • # programs accredited • # post-doc, professor of practice and visiting faculty utilized each year • # on-line students • # students completing certificate programs • # PhD students enrolled annually. • Begin tracking the # of PhD candidates and graduates annually • # degrees awarded • Graduate student completion rate • # students enrolled (undergrad, grad, PhD) • # of faculty participating in teaching fellows, Critical thinking Institutes etc.



Strategic Plan - Fall 2019 – Summer 2024

VISION: To be a global leader in knowledge creation, transfer, and application to enhance the well-being of people and places.

MISSION: PRTM improves the quality of life and health of people, communities and environments locally to globally by developing professionals who: serve diverse communities, advance science, and facilitate meaningful teaching, service, and community engagement.

GOALS		STRATEGIES	OBJECTIVES	METRICS OF SUCCESS
LIVING	Uphold a collegial departmental culture and values by maintaining an atmosphere that creates a diverse, supportive, positive environment and life/work balance for our students, faculty and staff.	13. Nurture a climate of diversity, inclusion and respect throughout the department.	L13.1 Increase # of international and underrepresented students, faculty and staff. L13.2 Train all faculty and staff on diversity, inclusion, equality and equity by Fall 2020. A diversity, inclusion, equality and equity component should be integrated into curriculum by Spring 2021.	<ul style="list-style-type: none"> • #/% of international students • #/% underrepresented students • #/% international faculty and staff • #/% underrepresented faculty and staff • # staff awards and recognitions • # faculty/staff joint social and learning engagements
		14. Strengthen support for international students.	Note: Revisit departmental diversity and inclusion goals after the University and College has completed the diversity and inclusion strategic planning process in 2020-2021.	
		15. Strengthen respect & appreciation among faculty & staff.	L14.1 Host a series of group conversations with international students to assess ways to better support their need by Spring 2020. L14.2 Develop an action plan to more effectively support International students by Fall 2020.	
		16. Improve systems for advising, mentoring and support for our students.	L15.1 Increase social engagement among faculty and staff (includes enterprises). L15.2 Increase recognition of staff accomplishments. L15.3 Develop a system and policies that allow for and value differentiated workloads and skill sets.	
			L16.1 Incorporate an internal CARES system model into the Office of Student Success. Note: See objectives 8.3 and 9.1 – advising and mentoring	



Strategic Plan - Fall 2019 – Summer 2024

VISION: To be a global leader in knowledge creation, transfer, and application to enhance the well-being of people and places.

MISSION: PRTM improves the quality of life and health of people, communities and environments locally to globally by developing professionals who: serve diverse communities, advance science, and facilitate meaningful teaching, service, and community engagement.

GOALS		STRATEGIES	OBJECTIVES	METRICS OF SUCCESS
INFRASTRUCTURE AND OPERATIONS	Ensure excellence in business operations and departmental infrastructure, ultimately supporting the culture and strategic direction of all department.	17. Increase administration and back-office support needed for growth demands.	I17.1 Identify 3 departmental processes to be streamlined by 2020. Develop and implement new processes by 2021. I17.2 Improve/standardize on-boarding training and process.	<ul style="list-style-type: none"> Revenue generated from on-line programs Revenue generated from business partnerships and services Long-run sustainable financial plan. Train all faculty and staff on consistent Departmental PRTM messaging.
		18. Ensure appropriate level and skill set of faculty and staff needed to support the strategic direction of department.	I17.3/18.1 Develop a strategic departmental staffing plan to account for growth in research, programs, diversity and needed admin, HR and other back-office support by Spring 2020. I18.2 Link revised faculty workload plan to the Faculty Evaluation system by Spring 2021. I18.3 Implement regular evaluation processes for all professional staff classifications. Annual evaluation process should include identifying professional development opportunities for each staff.	
		19. Increase revenues generated.	I19.1 Increase revenue generated by on-line programs by increasing enrollment by 20% by 2024, while meeting emerging academic needs of working professionals. I19.2 Increase revenue from business partnerships – consultation/training offerings and certificate programs for employees. I19.3 Develop a 5-year departmental sustainable financing plan. I19.4 Expand summer programming by 20% by 2024. I19.5 Develop a faculty incentive system grants awarded with GADS in them by Spring 2020.	
		20. Improve communications internally and externally to acknowledge, celebrate and accelerate the awareness of the positive impacts of PRTM.	I20.1 Develop a detailed communication strategy plan by Summer 2020. I20.2 Develop a departmental messaging plan to improve the image of PRTM among undergraduate students by Summer 2020. I20.3 Expand awareness by hosting at least 1 national or international event annually.	