

External Reviewers' Report
Department of Kinesiology
University of Wisconsin Madison
10-year Review of the Undergraduate Program
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EXECUTIVE SUMMARY

This report provides a summary of the strengths, challenges, and recommendations for the Kinesiology Program. Overall, the reviewers observed a high level of collegiality among the faculty and staff in the Department of Kinesiology. They are pleased to be in the School of Education and feel supported by Dean Diana Hess and her staff. The tenure-level faculty members are outstanding researchers and are well funded from internal and external sources. The faculty has developed many collaborative projects with colleagues across the university. The academic staff is extraordinarily committed to the students and provide an array of services including teaching, advising, and degree coordination. The support staff for business services, technology, and facilities are satisfied with their jobs and seem to enjoy the tasks they are required to do. The students are very bright and appreciate the instruction and time for faculty interactions. As would be expected, differences exist in the professional goals for the students in different degrees and majors. All in all, students are satisfied with their education and feel well-prepared for their careers.

We focus our recommendations by themes of *faculty, curriculum, student growth, facilities, and research support*. We addressed areas we feel can be accomplished immediately with available resources. We also provided a few cautionary notes. When possible, we addressed the questions for consideration by the Review Team provided by the department.

We began our recommendations with a review of the Mission Statement to assure it reflects the activities of the department.

Mission Statement for the Department of Kinesiology

The review committee felt the Department of Kinesiology's Mission Statement was unclear as written and we recommend a slight modification in how the Mission Statement is worded.

Current: *The mission of the Department of Kinesiology is to create, interpret, transmit, and apply this knowledge related to movement, physical activity, development, and occupational participation with the ultimate of enhancing human health and quality of life.*

Modified: *The mission of the Department of Kinesiology is to create, interpret, disseminate, and apply this new knowledge to physical activity and human movement. The primary goal of this new knowledge is to enhance human health and increase quality of living.*

The committee was unfamiliar with a department having an additional Mission Statement for the Undergraduate Program.

FACULTY

Recommendation - The review team recommends faculty engage in Kinesiology organizations that can bring national recognition to the Department of Kinesiology at the University of Wisconsin.

For many years, the Department of Kinesiology at the University of Wisconsin was known for its outstanding faculty in exercise physiology, measurement, exercise psychology, pedagogy, physical activity and health, and in other areas. The reviewers were pleasantly surprised to learn about the outstanding accomplishments of the current tenure-line faculty regarding grantsmanship, scholarly publications, and scientific discoveries. The strengths of the Department of Kinesiology and the faculty in the Kinesiology area at the University of Wisconsin, however, are presently not well publicized outside the university. The reduction in the National Academy of Kinesiology doctoral program rankings may be a reflection of the minimal involvement of faculty in Kinesiology organizations. Ways to increase visibility include department membership in the American Kinesiology Association and the Department Chair attending the national workshops, election of talented faculty into the National Academy of Kinesiology, and faculty leadership in professional organizations like the American College of Sports Medicine (ACSM). Further, undergraduate and graduate students in the Exercise and Movement Science major would benefit from participation in the Midwest Regional Chapter of the ACSM. Involvement in these and other professional Kinesiology-related organizations will increase the visibility of the Department of Kinesiology and strengthen its ties to Kinesiology as a profession.

Recommendation - The review team recommends tenure-line faculty with research focusing on the study of physical activity be hired to develop a critical mass of faculty within the sub-disciplines in the Department of Kinesiology.

The department has relatively few faculty members with formal training in Kinesiology, although all perform research related to movement with animals and/or humans in one form or another. The American Kinesiology Association defines Kinesiology as “...the academic discipline which involves the study of physical activity and its impact on health, human performance, society, and quality of life”. The reviewers feel strongly that faculty with formal training in Kinesiology be considered for employment as new tenure-lines become available. Such hires

have the potential to strengthen ties to the Kinesiology professional organizations that will bring greater visibility to the department and help students with career opportunities.

The sub-disciplines that would benefit from additional tenure-level faculty are athletic training and physical education. Currently, Dr. David Bell is the only tenure-level faculty member affiliated with the athletic training degree. We feel he and the students would benefit professionally by having an additional research active faculty member in the program. The physical education degree has no tenure-level faculty affiliated with the degree. We also recommend hiring a tenure-level faculty member for the physical education degree as described below.

Recommendation - The review team recommends that as the Physical Education degree begins to grow, hiring one to two tenure-line faculty members to teach in the degree program is a strategic move.

Hiring additional tenure-track faculty will bring legitimacy to the program and reduce the program's currently marginalized status. Strategically hiring faculty with the strong potential for promotion, or at the associate professor level, will enable pedagogy to have a seat on the Department's Executive Committee where important department decisions are made. Physical Education faculty currently have no voice on this committee. Another benefit for the department is to hire pedagogy faculty who specialize in physical activity research. They have the potential to receive external funding and could collaborate on research projects with other faculty in the department.

Recommendation - The review team recommends that the Department of Kinesiology hire a full-time academic staff member to direct the Undergraduate Degree programs. This person will replace the line left vacant by Dr. Ann Ward's retirement.

The Kinesiology Undergraduate program is the largest part of the Department of Kinesiology and has many moving parts. This academic program includes three bachelor's degrees (Athletic Training, Kinesiology, and Physical Education), a minor in Health Education, and it offers courses for non-majors. The Kinesiology degree supports a major in Exercise and Movement Science and has proposed a major in Health Promotion and Equity. The Physical Education degree supports a concentration in Adapted Physical Education. Managing this diverse program is not a part-time job, and is a disservice to the program, students, and the coordinator if management of the program were assigned to a faculty member as a part-time assignment.

Recommendation - The review team recommends that a full-time advisor be hired to manage student needs.

Currently, advising is managed by a part-time academic staff plus class instructors. Student advising is becoming more time consuming and requires the advisors to be up-to-date on academic requirements for many majors. A tenure-eligible faculty member, instructors, and lecturers would have difficulty in being current in their pedagogy and in matters related to

student advising. Hiring a full-time academic staff advisor will free up the faculty to concentrate on teaching students and provide a dedicated service to students seeking academic advising.

CURRICULUM

Recommendation – The review team recommends that the Department of Kinesiology and the School of Education reconsider reinstating certain aspects of the physical activity program.

A faculty discussion to examine whether to reinstate certain aspects of the physical activity program is recommended. In the recent past as the University of Wisconsin restructured budgets because of the economic downturn, the Department of Kinesiology took a large step forward and dissolved the physical activity program. Many of these changes were necessary. It was a good idea to retain some courses such as K100 *Exercise Nutrition and Health*. Presently, this course has an enrollment of approximately 300 students per semester. As the university moves toward a new budgeting process that rewards departments for generating student credit hours, the Department of Kinesiology faculty should consider whether there is benefit in developing other courses that are health oriented, academic, and directed toward students who typically do not exercise (examples include Kin 145 *Choose to Move* and Kin 123 *Lifestyle Redesign*).

Recommendation – The review team recommends that the department continue to develop online courses.

The Department of Kinesiology faculty currently has few online courses, and we were somewhat surprised that the department has not yet developed an online education program. Online teaching has many advantages for providing greater student learning opportunities. In addition to being a preferred model of instruction for many students, the department could offer online General Education courses to introduce students across the university to the field of Kinesiology. Many Kinesiology programs throughout the U.S. have benefitted tremendously from the development of their online curriculum. A recent issue of *Kinesiology Review* describes the development and implementation of these programs along with the accompanying benefits, challenges, and opportunities. We encourage faculty to read this issue. See: <http://journals.humankinetics.com/kr-back-issues/kr-volume-3-issue-4-november>.

Given the current funding model at the university, we understand why online education has not been advanced. However, as the new funding model that rewards departments for increasing student credit hours is implemented, the department should take advantage of revenue generating opportunities like online education. Examples of popular online options may include developing online physical activity courses (as per the recommendations above) and transitioning some presently taught in-person courses into an online format.

Recommendation – The review team recommends the department advertise and market the Physical Education degree program more visibly on the department and school websites and within the university community.

We are impressed with the potential of the recently established physical education teacher education degree program, and the review team supports the continued development of this program. Doing so will require the department to place resources into this area. Although there was some concern about limited enrollment, the program is young and has the capacity to increase in size. There are challenges facing teacher education programs in all disciplines throughout the country. These barriers are related to factors such as an increasing number of career options that are financially more lucrative, the increasing cost of undergraduate education and student debt that are difficult to offset on a teacher's salary, and the cost of State testing requirements for undergraduates who wish to pursue a degree in education.

Advertise the degree program by making the program more visible on the department and school websites. Currently, information about the degree is difficult to locate and several undergraduate students indicated they were not aware that the degree existed. Nor could students find webpage information. Further, market and advertise the program by using handouts and brochures; work with the advising team in the school to ensure that advisors make students aware of the existence of the program; advertise by sending a mass e-mail to students in the department each semester encouraging them to apply; and host a reception for students who are interested in becoming physical education teachers.

Recommendation – The review team recommends the faculty reduce the number of pedagogy degree requirements.

We believe there are an excessive number of required courses that make it difficult for students to graduate in four years unless they declare a major in physical education teacher education as entering freshmen. For example, there appear to be an excessive number of physical activity content courses required of students (e.g., three dance classes, plus dance and gymnastics). Content from other classes (e.g., Group Development and Behavior Management, Organization and Administration of Physical Education, Planning and Teaching Physical Education, Socio-Cultural Aspects of Physical Activity) could potentially be integrated into two methods classes that would focus on K-6 and 7-12 Physical Education.

Recommendation - The review team recommends the faculty develop a biomechanics class that is unique for physical education and athletic training majors.

This recommendation is consistent with comments we heard from both students and faculty, and we strongly encourage the development of a biomechanics class that has practical applications for future physical education teachers and athletic trainers. This also was a recommendation made by the previous review team.

Recommendation - The review team recommends the eventual implementation of a pedagogy graduate program if tenure-line faculty are hired to teach in the Physical Education degree.

There is strong existing need for research-focused universities like the University of Wisconsin to educate future teacher educators and to contribute to the research base. Currently, only a few doctoral degree programs exist at research intensive universities, yet there is a national need, as demonstrated by the job market, for teacher educators who receive their terminal degree from highly respected research-intensive universities to fill vacant teacher education positions throughout the country.

Recommendation - The review team recommends faculty consider moving physical education under Kinesiology as a major or concentration, not as a separate degree.

Although the review team acknowledges the efforts of those who developed the physical education degree, it is more limited than a Kinesiology degree which offers students a greater variety of career options. A degree in physical education conveys that a graduate of the program is only able to teach physical education, whereas a degree in Kinesiology with a concentration in physical education signifies that an individual is qualified to do more than teach.

Recommendation - The review team recommends continued support of the Adapted Program and strongly encourages the university to provide free parking to program participants.

The Adapted Program is particularly impressive and should continue to be showcased throughout the university. This program is an excellent means of outreach to the community while simultaneously offering students the opportunity to work with and learn from individuals with disabilities. One important consideration is that parking for participants is very difficult to find. Currently, once a participant leaves and a parking space becomes available, a student is assigned to assure the space remains available for another participant. This is an unnecessary waste of a student's time. This stress can be alleviated by reserving free parking spaces to participants who engage in this extraordinary program.

Recommendation - The review team recommends a restructuring of practicum experiences to allow students more opportunities to gain experiences in a variety of professional settings.

The students are passionate about their career development and compliment the faculty for their excellence in teaching and engagement in research. The students seek additional experiences that will help them prepare for their careers. We recommend that faculty reevaluate the way the practicum experience is structured to provide additional experiences for the students throughout their undergraduate education. Examples of student engagement include assisting with graduate student research projects; assisting with clinical exercise programs in off-campus sites; and allowing students to assist in off-campus research, clinical,

intervention, or exercise-related activities that could enhance their career prospects following graduation.

STUDENT GROWTH

Recommendation – The review team’s recommendation is a caution regarding the new budgetary process and to continue managed student growth.

Another theme found during the review team’s meetings is related to the new budgetary process. Essentially, this process provides funding that is tied to student credit hours – the more credit hours generated the greater revenue earned for the school and likely to the department. The review team sees this process as a positive benefit for departments that have growth potential; however this growth in student numbers should be properly managed. Enrolling more students requires additional instructors, laboratory assistants, availability of classrooms, laboratories, faculty offices, and resources to manage additional course sections and larger class sizes. The caution recommended by the review team is for faculty, the department chair, and the dean to work closely to manage growth. If growth is too fast or too large, student numbers could outweigh revenue benefits.

FACILITIES

Recommendation – The review team recommends the faculty and administration give further consideration to facility space need, development, and utilization.

Presently, the Department of Kinesiology faculty is centralized in one facility with the exception of one Kinesiology professor and the Occupational Therapy faculty. The university administration has recognized the need of a new building for this department, and the university administration and the department has committed to working together to design, develop, and locate the resources to build this new building. The idea of a new building is not the concern of the review team. In fact, the review team is impressed with the recognition by the university regarding past university and professional contributions and potential future contributions to be made by the Department of Kinesiology. Rather, the review team’s concern is in regard to the planned new building having adequate space to meet all of the departmental future needs. When considering the expected student and faculty growth of the University of Wisconsin and the Department of Kinesiology, the review team recommends that the department reconsider their present plan for future facility needs and contemplate both a short-term and a long-term plan for growth (the next five to ten years). The present plan may be adequate for short-term growth, but the review team is concerned that the space in the new facility being planned is inadequate for long-term growth. Consideration for new faculty and staff offices, adequate small and large conference meeting rooms for students and faculty, and

present planned teaching space to include small and large classrooms may not be adequate for potential long-term growth.

The review team based this concern on several reoccurring themes in most of the meetings with administrators, faculty, and staff. Specifically, the theme regarding expected student growth for the university and for this department presents a real need for additional faculty and staff, office and meeting space for new faculty and staff, and space for faculty and staff to meet with students. Taken together, having a large number of undergraduate students and limited access to large lecture rooms and adequate meeting space will make maintaining quality of teaching very challenging for the Kinesiology faculty. In order to properly lecture to large student numbers in the present plan, the faculty must travel to multiple locations and at multiple times of the day on the University of Wisconsin campus. Such use of faculty time is unproductive. One last consideration is that in the future, increased student numbers are also expected for all course offerings. This growth will require more large-sized classrooms (with at least 200-300 seats) in order to accommodate larger student numbers for all courses. To properly meet teaching needs and maintain *strong academic programming*, the department also will need more and larger meeting spaces and larger lecture classrooms with appropriate laboratory facilities for laboratory courses. The review team's recommendation is to reconsider the present plan and develop a short-term plan for the present and a long-term plan for future growth.

Recommendation - The review team recommends the separation of research and teaching laboratory space.

Again, the review team was impressed with the university's recognition for the contribution that the Department of Kinesiology can make to its academic mission by teaching the new anatomy and physiology courses. To properly teach these two new courses, a large lecture classroom is needed with appropriate laboratory facilities for instructional purposes. The laboratory space will have to accommodate large numbers of laboratory sections with small student numbers in each section. In addition, the facilities for the laboratory part of the anatomy and physiology courses must have the capability to provide various teaching approaches (from video to hands on teaching methods). With the expected increase in university and department undergraduate enrollment, student numbers in all the Kinesiology courses will increase. These increasing student numbers will necessitate a need for larger classrooms to meet growing student numbers in all courses. Most important is the increased need for additional new faculty to teach these students, and these new faculty will likely need both teaching and research laboratory facilities. In some cases these facilities can be accommodated in one space, but with expected future undergraduate enrollment, these laboratory spaces will likely need to be separate teaching and research laboratory spaces. This point is important, as this department grows, the review team's experience is that teaching laboratory and research laboratory space does not always serve both teaching and research activities and must be different spaces.

RESEARCH SUPPORT

Recommendation – The review team recommends that the Department of Kinesiology work with the School of Education and other colleges and schools within the University of Wisconsin to consolidate the processing and tracking of departmental and intramural, extramural funding financial transactions.

Presently, the Department of Kinesiology has a large list of intramural and extramural research grants and contracts, and this is commendable. However, the review team had difficulty in understanding how and why these grants are routed through different university departments and centers. The review team could not understand the present system of grant processing, and many faculty and staff within the Department of Kinesiology were unable to explain these various processing pathways or the reasons for having to go through different processes. Most importantly, the review team received several different assessments from different individuals concerning the total amount of intramural and extramural funding obtained each year by the department. The amounts given to the review team ranged between \$2 million and \$11 million dollars of extramural funding each year. Though the total amount is not important for the review team, the staff, faculty, and School of Education administration should have knowledge of these numbers.

Regarding pre- and post-award management, the review team ***once again commends*** the University of Wisconsin, the School of Education, and the Department of Kinesiology for recognizing the importance of having a strong management system in place. The review team is aware that as the university continues to become more effective and efficient in managing financial matters, their procedures and processes do change, and a financial manager at the department level must know of these changes and help the faculty understand how to implement these changes. At the same time, extramural funding agencies such as the National Institutes of Health are also undergoing the same process of finding better ways to financially manage and regulate their financial affairs and are also changing their financial procedures and policies. Someone at the department level must know both the university's changes and the granting agency's changes, how to implement both sets of changes, and help the faculty manage these changes as well as faculty's funding expenditures. When a department's student numbers and extramural funding grows, it may require an academic financial manager and extramural funding financial manager. When post-award management for a department is not maintained, research faculty will have to spend more time on grant financial management and will have less time to focus on their research and teaching responsibilities. Thus, maintaining strong staff support for pre- and post-award management in the future means more time for faculty to focus on their academic and research responsibilities.