



UBT Faculty of Sport and Movement Science

Strategic Plan 2021-2026



Executive Summary

- The UBT Faculty of Sport and Movement Science strategic plan comprises missions, vision, values statement and goals consistent with UBT's Strategy. The Faculty of Sport and Movement Science focuses on the biomedical, health and sport performance education and research missions, while engaging collaboratively with UBT Sport Centre to improve human health and wellbeing as well as athletic performance.
- The UBT Faculty of Sport and Movement Science strategy is a component of the overall UBT. The Faculty of Sport and Movement Science strategic plan identifies the aligned research and education commitments, investments and strategies that will support reaching its goals.
- The Faculty of Sport and Movement Science strategy builds on the current state of the education, biomedical and health sciences and sports related research, as well as community initiatives at the institution, and seeks to leverage the existing academic and infrastructure strengths (e.g., Sports Medicine and Performance Testing Laboratory, Indoor and Outdoor Sports Facilities etc.) in the effort to enhance health and wellbeing and also athletic performance.
- Faculty of Sport and Movement Science Mission, Vision and Values

Mission

To contribute to the advancement of the country in research and education in line with European standards, and form qualified professionals able to respond to social needs in the different areas of technology, socioeconomic development, human and health studies, medicine and prevention, and athletic performance.

Vision

- To become recognized for innovative education, research and highly qualified sport professionals nationally, regionally and at European level.

Values

- The UBT Faculty of Sport and Movement Science is committed to Excellence and innovation in all aspects of our mandate:
- Leadership – local, regional, national and global
- Integrity, respect and caring as the hallmark of our interactions



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- Collaboration, collegiality and teamwork in our approach to teaching, research and population/athletes consulting and care
 - Partnership, which underpins the basis of our relationships with the organizations and communities we serve
 - Transparency and public accountability in our decision-making
 - Evaluation and continuous improvement of all we do

Goals

- The UBT Faculty of Sport and Movement Science has adopted the 3 Goals and their separate corresponding objectives:

I. Sport and Movement Science Education Strategic Goal

- The Sport and Movement Science education strategic goal is to enhance health and athletic performance by preparing the next generation of highly qualified sport professionals, educators and scientists to be the leaders and change agents of 21st-century in Sport Science.
- The strategic objectives to achieve this goal focus on several key areas:
- Strengthening the alignment of the Faculty of Sport and Movement Science education and research training programs with the objectives of UBT Sport Center (SC).
- Expanding the culture of respectful learning that values diversity and inclusion.
- Evolving the curriculum toward more individualized student learning options.
- Preparing students in master's and doctoral degree programs and fellows in postdoctoral programs to make impactful contributions as they enter the biomedical and sport science research workforce.
- Becoming a workplace destination of choice for the most talented faculty teachers nationwide, ensuring that burnout is low, turnover of high-fit faculty is below the national mean, and engagement is high.

II. Biomedical, Health and Sport Performance Research Strategic Goal

- The biomedical, health and sport performance research strategic goal is to enhance health and athletic performance through research and innovation by expanding new and current externally funded scientific discovery and innovation that leverage the strengths



of UBT SC and the research strengths of UBT and the Faculty of Sport and Movement Science.

- To be recognized both nationally and internationally for the provision of outstanding research leadership, infrastructure, facilities, and support, and be admired for our creativity in developing and supporting new talent and initiatives.
- The strategic objectives to achieve this goal focus on:
- Perpetuating foundational research efforts for multidimensional studies involving different science departments.
- Committing institutional resources to expand our research programs in several key areas:
 - Physical activity level and its relation to general health
 - Sports related performance indicators and use of technology
 - Sports Medicine
 - Drop-out rates in sport and the participation of females in sport
 - Personalized medicine and the role of physical activity in health and disease

III. Sports Medicine and Performance Testing Laboratory Strategic Goal

- UBT Sports Medicine and Performance Testing Laboratory strategic goal is to establish an advanced laboratory equipped with state-of-the-art equipment used to test health-related as well as performance-related parameters essential for health and performance maintenance and/or improvement, and prevention and treatment of sport injuries, which operates under the Faculty of Sport and Movement Science and UBT Sport Center.
- The strategic objectives for the Sports Medicine and Performance Testing Laboratory mission focus on substantial investments in new facilities and equipment, as well as new collaborations with sport community (sport federations, clubs, rehabilitation centers, fitness centers), over the next five years.

Strategies

I. Sport and Movement Science Education Strategy

- The Faculty of Sport and Movement Science, through its education strategic goal will prepare students to be the leaders in Sport Coaching, Physical Education, Health and



Fitness, and Sport Management, and will also meet the University's call for greater access to progressive and multi-disciplinary higher education.

- The strategic objectives to achieve this goal focus on the continued alignment of the Faculty of Sport and Movement Science educational program with the objectives of UBT SC, expanding the culture of respectful learning that values diversity and inclusion and evolving the curriculum toward individual student learning programs. More specifically, the Faculty of Sport and Movement Science's strategic objectives for education are:

Objective 1

- Provide an optimal, respectful learning environment that values diversity and inclusion and supports personal and professional identity formation at the individual and team levels.

Objective 2

- Engage a diverse workforce of faculty, staff, students, residents and fellows in new learning opportunities targeting organizational priorities and facilitating individual growth.

Objective 3

- Create affordable, innovative, individualized educational and research options for education, graduate education and postdoctoral training.

Objective 4

- Develop curricula that span undergraduate, graduate and continuing education to facilitate the acquisition of new competencies in the four main areas of Sport Science, required for the evolving changes in Sport Science sector.

Objective 5

- Design and implement programs for students, residents and fellows, postdoctoral fellows and faculty, focusing on developing skills as educators and educational scholars in biomedical, health and sport sciences.

Objective 6

- Prioritize growth in educational training programs in line with the research enterprises.



Objective 7

- Develop inter-professional collaborations that bring together students from multiple professional and research degree programs to engage them in changing population/athlete consulting and care and research models.

Objective 8

- Become a workplace destination of choice for the most talented faculty teachers nationwide where burnout is low, turnover of high-fit faculty is below the national mean, and engagement is high.
- These strategic objectives link the demands and expectations of students with the competency, commitment, and creativity of faculty and administrators. For example, a respectful learning environment involves a zero-tolerance culture toward student mistreatment, a culture that embraces and leverages its diversity, adequate amounts of instructional time from theoretical and practical lessons.
- Affordability results from resource commitments toward scholarship endowments and aid programs, and efforts to maintain or lower tuition levels, housing costs, and educational material prices.

II. Biomedical, Health and Sport Performance Research Strategy

- The Faculty of Sport and Movement Science's research strategic goal is to enhance general health and athletic performance through research and innovation by expanding new and current externally funded scientific discovery and innovation that leverage the strengths of UBT SC and the research strengths of UBT and the Faculty of Sport and Movement Science.
- The Faculty of Sport and Movement Science's research goal is to enhance health and athletic performance through biomedical and sport science research and innovation. More specifically, the Faculty of Sport and Movement Science's strategic objectives for research are:

Objective 1

- Increase research infrastructure and expanding institutional core facilities, and renovating existing laboratory space.



Objective 2

- Create an environment that values diversity and inclusion as it nurtures scientists in training and supports scientists at the faculty level to retain them in research.

Objective 3

- Become a national leader in research by leveraging our UBT SC to build a network to conduct innovative research.

Objective 4

- Recruit new faculty and continue to expand our existing capabilities in key areas including Sport Coaching, Physical Education, Health and Fitness, and Sport Management.

Objective 5

- Disseminate our discoveries through peer-review publications and regular participation in international conferences.
- The Faculty of Sport and Movement Science aims to grow externally-funded research from a variety of sources. The opportunities leverage existing strengths in population/athlete consulting and care, research, development funding, and current institutional investments.

III. Sports Medicine and Performance Testing Laboratory Strategy

- UBT Sports Medicine and Performance Testing Laboratory strategic goal is to create a community health network, to support the advancement of education and research at UBT Faculty of Sport and Movement Science and provide expanded access to safe services, and high-quality health-related and performance related advice.
- The strategies of the academic Sport and Movement Science research and education enterprises complement and rely upon the operations of UBT Sports Medicine and Performance Testing Laboratory. The strategic objectives of UBT Sports Medicine and Performance Testing Laboratory are:

Objective 1

- Provide best practices in screening, assessment, treatment, and support for programs for behavioral health, athletic performance maintenance and improvement.



Objective 2

- Promote healthy lifestyles by working with community-based resources to integrate health, sport and physical activity and social environments.

Objective 3

- Provide adequate funding and faculty resources to advance the research and teaching missions of the Faculty of Sport and Movement Science and UBT, which will, in turn, generate economic value back to UBT SC.

Objective 4

- Create a diverse and inclusive workforce of faculty, staff, students, and fellows.
- UBT serves as the single largest source of discretionary funding for the Faculty of Sport and Movement Science, necessitating the coordination and synchronization of the academic budget, capital plans, and strategies. The academic support payment to the Faculty of Sport and Movement Science is a function of UBT revenues, and the amounts grow and decline in synchronicity. Aligning the strategic objectives of the academic and laboratory activities can create a symbiosis where achievement in research and education can result in higher levels of laboratory testing and advising revenues, a larger academic support payment, and more resources for the academic missions.

Strategic Plan Monitoring Process

Monitoring Process

- The Dean of UBT Faculty of Sport and Movement Science is responsible for overseeing and coordinating the Faculty of Sport and Movement Science strategic planning process.
- Central to the Faculty of Sport and Movement Science strategic planning process are the following:
 1. Input from a wide range of stakeholders.
 2. Development of objectives and tactics, which will evolve in the ever-changing landscape.



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3. Communication of the strategic plan throughout the Faculty of Sport and Movement Science.
 - The UBT President, the UBT Director of Education, the Dean of Faculty of Sport and Movement Science with Vice Deans meet quarterly to review, update, and assess outcome measures for the comprehensive strategic plan for the Faculty of Sport and Movement Science.
 - The Vice Deans are responsible for reporting on the progress of major initiatives within their respective areas of responsibility, and Vice Dean for Finance reports on the resourcing of the initiatives and the long-term financing plan, including additional external funding that results from plan implementation.
 - The Vice Deans for Educational Affairs and Research and Graduate Studies utilize a team-based structure to identify objectives/tactics/accountable parties/timelines in order to execute the strategy. The Vice Dean for Research and Graduate Studies engages a Research Team in evaluating and revising the research strategic plan on a biannual basis. The Vice Dean for Educational Affairs engages in evaluating and revising the education strategic plan on a biannual basis.
 - All Vice Deans coordinate planning efforts with the Vice Dean for Finance, ensuring consistency between the strategic plan, annual objectives, and the annual budget and long-term financial framework of the Faculty of Sport and Movement Science.
 - The Vice Dean of Administration is responsible for assembling two annual reports for the Faculty of Sport and Movement Science:
 1. An annual progress report to UBT and UBT Faculty of Sport and Movement Science
 2. A comprehensive strategic plan to the Dean of UBT Faculty of Sport and Movement Science and UBT Sport Center.
 - The Vice Dean of Administration is responsible for developing a communication plan for the Faculty of Sport and Movement Science Strategic Plan. The communication of the plan occurs in multiple venues in order to ensure that the plan is communicated at all levels of the organization.