

Program Performance Review Report

Department of Kinesiology

Dean's Response to Department of Kinesiology Self-Study, Review Team Report,
and Departmental Response to Review Team Report

Submitted by
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This report is in response to the Program Performance Review (PPR) Self-Study completed by the Department of Kinesiology (KNES), the report submitted by the review team, and the departmental response to the review team report. The PPR review team included: Dr. Scott Sailor, Chair, Department of Kinesiology, CSU Fresno; Dr. Sandra Shultz, Chair, Department of Kinesiology, University of North Carolina-Greensboro; and Dr. Jason Shepard, Chair, Department of Communications, Cal State Fullerton. This report is organized to address general observations, notable strengths, key areas to be addressed, and recommendations.

General Observations

The Department of Kinesiology has provided a thoughtful self study that addresses key areas required for program performance review. These include: 1) department mission, goals, and environment; 2) department description and analysis; 3) student achievement and assessment of learning outcomes; 4) faculty; 5) student support and advising; 6) resources and facilities; and 7) long-term plans. The Department is one of the largest units within the College of Health and Human Development and I appreciate the important contributions faculty and staff make to CSUF students, the campus, and the community. Ongoing concerns focus on significant fluctuations in student enrollment, the need to match departmental resources with faculty needs and departmental goals, and the role of assessment in program enhancement.

Notable Strengths

1. The Department of Kinesiology has excellent faculty and a department chair committed to student, faculty, and staff success. The PPR team described the faculty as "expert and dedicated" and the department chair as "engaged, collegial and hardworking." I enthusiastically agree and applaud their work as teachers, scholars, and contributors to their fields.

2. The Department of Kinesiology has traditionally been the largest department in the College of Health and Human Development, and one of the largest on campus, serving numerous student majors and carrying a large FTES load. Student demand for this field is high, and the department seeks to provide broad knowledge of the discipline, while allowing students to gain specialized training within several concentrations.
3. The department has a demonstrated commitment to student advising, with assigned faculty advisors supported by the department. Many faculty members mentor students and engage them in research activities, a very beneficial high impact practice. The department is involved in the college Peer Mentor Program, with several advanced students mentoring students new to campus.
4. The Department of Kinesiology is home to several strong research labs and centers that support the instructional and scholarly mission of the department. Faculty members are to be commended for their excellent work and contributions.
5. The department worked effectively during this review period to ensure that hiring of tenure track faculty increased to meet the large number of student majors. As a result, tenure-stream faculty numbers seem appropriate for current department needs (barring significant changes in either the number of students or faculty).

Key Areas to Be Addressed

1. As noted by both the department and the PPR team, the department experienced a significant reduction in student majors during this review period, due to the department's impaction status and admission criteria. This pattern has created challenges in assessing scheduling needs and in meeting college FTES goals. Admission and enrollment numbers within the department will need to be addressed and managed effectively.
2. The PPR team identified questions regarding both the undergraduate and graduate curriculum. A primary concern was the breadth of the undergraduate curriculum and the challenges this may present for curricular coherency, scheduling, and workforce preparation in the field of kinesiology. It will be worthwhile for the department faculty to consider this thoughtful feedback from their colleagues as they evaluate revisions to the curricula and programs in the future. The department also noted in its self-study that it is discussing how it might include a "capstone" experience for all students, and I encourage the department to continue evaluating this option.
3. Assessment of student learning is tied closely to the curricular discussion above. The department will need to continue strengthening its assessment efforts and ensure that findings from the data collected are used to make curricular and programmatic revisions to improve student learning. This process should be internally driven and consistent with the department's mission and goals, with faculty determining student learning outcomes they deem important. Assessment of student learning can then be used by the department to enhance its already strong programs.

4. There appears to be some discrepancy between how the PPR team and some departmental faculty view the department's facilities. THE PPR team noted that the "facilities are generally excellent and rival programs at large, better funded research intensive institutions," but that "space remains perhaps the biggest concern and complaint among faculty" (p. 5). The review team also noted that both the distribution and quality of space was inconsistent and inequitable across areas within the department. Space is an issue that, like financial resources, seems perennially insufficient for most departments and colleges. This will be an ongoing challenge that will require efforts by the department, college, and university. It is important to note that the department and college are already involved in efforts to address these concerns.

Recommendations

1. The department and the dean's office need to work collaboratively to determine the optimal size for the department and a means of implementing effective enrollment management for the department within the university.
2. The department and the dean's office need to determine the resources needed by the department given its current, as well as optimal, size. (The dean's office is already reviewing college and department budgets and space allocations for discussion with chairs about how to most effectively and equitably distribute both within the college.)
3. Once departmental enrollment is stabilized and the appropriate resource allocation determined, the department will need to build class schedules and prioritize budget expenditures to meet departmental goals. This may mean revising past practices in some areas (e.g., class size and modality of instruction; re-assigned time; space).
4. Enhanced departmental effort in the area of assessment is needed. I look forward to the department's continued work on its undergraduate and graduate assessment plans and progress through the assessment cycle.
5. The department does not currently offer any programs in self-support mode. I encourage the department faculty to consider whether or not they wish to develop any such programs that might serve students and the community. An added benefit is that such programs may provide additional resources to support departmental initiatives and goals (e.g., research support; re-assigned time for faculty).
6. The department is engaged in college activities to increase student success and is working to increase graduation rates, decrease time to graduation, and remove the achievement/opportunity gap experienced by some students in the department (as well as the college and university overall). The department should continue working with the college and university to address these issues on behalf of our students.