



2022-2027 a five-year vision for sport, exercise, and rehabilitation





Introduction

Plymouth Marjon University has a tradition and culture of excellence in community orientated and high-performance sport provision. Our new academic sport strategy sets out a new ambitious programme to create an inspiring academic environment for students, staff, alumni and the wider community. The definition of sport as established by the Council of Europe encompasses "all forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels." This inclusive approach to sport will intentionally redefine and catalyse all forms of sport, exercise and rehabilitation at the University.

Through our infrastructure, governance and facilities, the strategy aims to support the academic provision for individuals who wish to improve their physical activity levels through to those who aspire to compete at the highest level in sport.

Our civic commitment and role in off-campus activities support the city-wide aspiration to provide an accessible and inclusive offer of sport, exercise, and rehabilitation to address societal and health inequalities. Mobilisation of the student workforce to partake in community outreach work will allow the University to build new, and strengthen, existing partnerships affording students the development of important life skills through voluntary work.

The importance of physical activity and sport upon mental wellbeing for the University community is considerable, signalling its importance at the core of the strategy. From these foundations, a vibrant sport, exercise, and rehabilitation offer will emerge to bring people together in a shared endeavour.

The University is proud of its legacy that has supported and developed World class talent. This legacy is a product of our high-performance approaches to coaching, training, and development that we constantly review to ensure that we are at the forefront of optimising athlete development.

The Vision

To inspire our university community to achieve and sustain excellence in its offer of sport, exercise, and rehabilitation focused programmes. The University will support students, staff, and the wider community to work together to deliver a diverse, contemporary, and inclusive sport, exercise, and rehabilitation offer. The University will show its commitment to support the pursuit of health and wellbeing, participation, and elite sporting ambitions. Put simply the Vision is:

'To offer a contemporary research informed portfolio of academic provision, that will help position the University as a renowned and respected hub of excellence in sport, exercise, and rehabilitation'.

More specifically the Vision is underpinned by strategic aims to:

- provide a reputable high quality, research-informed and sustainable environment for students, staff, and the wider community that, educates and promotes involvement in sport, exercise, and rehabilitation.
- offer an innovative and comprehensive portfolio of sport, exercise, and rehabilitation degree programmes and short courses.
- create career and promotion ready students through increased opportunity to work with clubs, talented athletes, volunteers, and stakeholders.
- access and strengthen international sport, exercise, and rehabilitation activity experiences to ensure all students can develop networks and social capital to shape their identity in a global community.
- demonstrate commitment to the digital experience to enable the University sport, exercise, and rehabilitation community to thrive.
- work in conjunction with Marjon Sport and Health Centre to develop a brand that encompasses the University's values and unifies the sport, exercise, and rehabilitation community.

Plymouth Marjon University is a values-based University. The values of humanity, ambition, curiosity, and independence were developed by staff, inspired by our own student stories from our history, in which we share a common approach to realise hope and ambition for the future. These values are at the heart of the strategy in which the University staff, students and wider community will be encouraged to explore possibility, potential and nurture self-belief, and wellbeing through working together in sport, exercise, and rehabilitation.



Figure 1 Our PMU values that underpin the strategy.

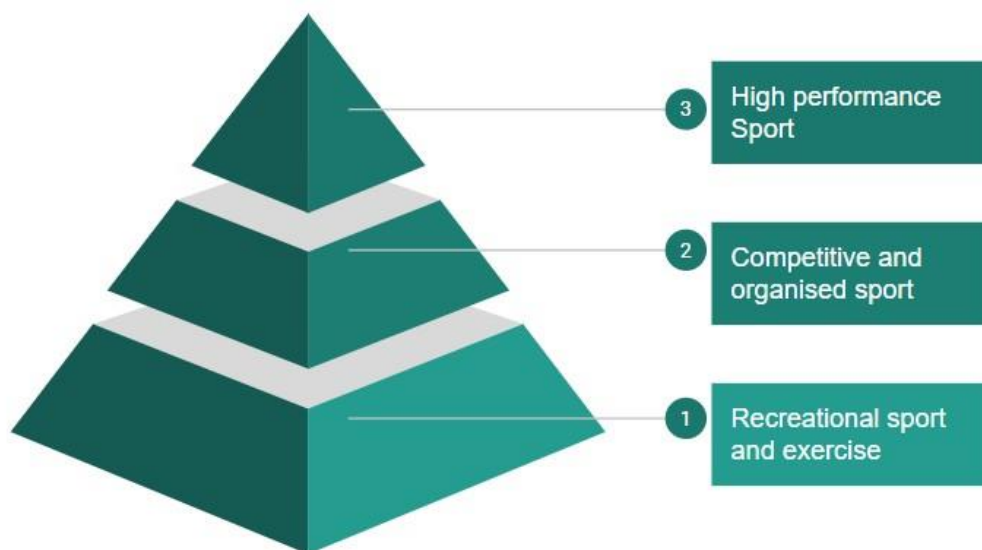


Figure 2 The wider model of sport, exercise, and rehabilitation at the University, in which the academic provision and student workforce will work in conjunction with Marjon Sport and Health Centre.

This model also demonstrates the layers to which each academic offer will align. Recreational sport and exercise will capture the wide-ranging offer of academic provision within sport, exercise, coaching and physical education to ensure the development of physical literacy as the key to nurturing healthy and active lifestyles. Our commitment to community sport development will also ensure individuals, sport and physical activity come together and help address social inequalities.

Academic provision aligned to competitive and organised sport will equip students with the skills to develop programmes and practice that are inclusive and accessible, to ensure all individuals can engage in sport.

Our high-performance offer will ensure the academic provision aligns to the development of a culture, where attitudes of key personnel work together to foster athlete performance.

Table 1 The strategic academic direction of sport, exercise, and rehabilitation provision at the University, in which the academic pillars provide the foundations to realising the model in figure 2.

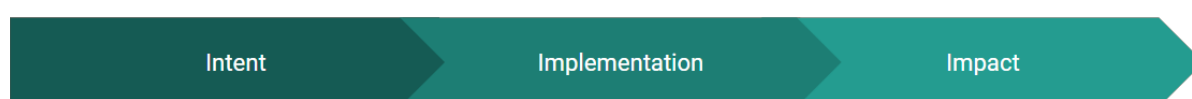
INTENT	Mission: “To offer a contemporary research informed portfolio of academic provision, that will help position the University as a renowned and respected hub of excellence in sport and exercise”.					
ACADEMIC PILLARS	‘THE PROVISION’ ‘To develop an engaging, flexible and contemporary curricula in sport, exercise and rehabilitation sciences’.		‘OUR STUDENTS’ ‘To develop employable and promotion ready sport and exercise graduates who demonstrate academic excellence, professionalism and the capacity to be critical, creative and independent thinkers’.		‘OUR NETWORK AND PARTNERS’ ‘To create a collaborative culture of research and knowledge exchange where social capital drives knowledge transfer within sport and exercise’.	
ENABLERS	Financial governance	Infrastructure	Profile	Data collection and insight	Internationalisation	Revenue and investment

The Models:

The models have been constructed to show the pathway of sport, exercise and rehabilitation at the University and the progression between each pillar from the wider overview of sport, exercise and rehabilitation (Figure 2) and the academic approach (Table 1). Each model has foundations that encompass strands of volunteering, inclusivity and disability, community outreach and the support of successful alumni.

The models have been developed to recognise the role that sport, and exercise has on all those who have an association with the University. The University has strong civic commitments and partnerships that value existing sport, exercise, and rehabilitation directives. This strategy identifies the role of the University’s sport, exercise, and rehabilitation academic provision to support social and participative activity through to high-level performance in sport.

The key principles and expectations underpinning the strategy (INTENT) will be actioned (IMPLEMENTATION) and their effectiveness monitored (IMPACT) to form a process of intent, implementation, and impact.



A. INTENT

Pillar 1 'to develop engaging, flexible and contemporary curricula in sport, exercise, and rehabilitation'.

A.1 Ensure an accountable and engaging offer of sport, exercise and rehabilitation sciences that is accessible and inclusive for all.

A.2 Commit to the delivery of a flexible, stimulating, and engaging learning experience within sport, exercise, and rehabilitation.

A.3 Develop curricula that is practice and research informed and, where appropriate, accredited and endorsed to support the student learning experience.

A.4 Future proof and remain abreast of contemporary initiatives to inform our portfolio of sport, exercise, and rehabilitation provision.

A.5 Engage students in a distinctive education where the curriculum is visibly linked to research, employability, civic engagement, sustainability, and the global workplace.

A.6 Foster a global and digital environment to support the establishment of dual careers.

A.7 Support the development of focus sports to attract, retain and develop talented athletes and the workforce.

A.8 Expand our sport, exercise, and rehabilitation portfolio for current and prospective students, our community of alumni and regional stake holders.

A.9 Demonstrate our commitment to the development of talent within the sport, exercise, and rehabilitation workplace inclusive of athletes, coaches, and officials.

A.10 Embed technological advances in sport, exercise, and rehabilitation into our provision.

Pillar 2 'To develop employable and promotion-ready sport, exercise, and rehabilitation graduates who demonstrate academic excellence, professionalism and the capacity to be critical, creative and independent thinkers'.

A.1 Commit to develop value-driven graduates that create, evaluate, and communicate knowledge in sport, exercise, and rehabilitation.

A.2 Encourage students to achieve digital fluency to support life-long learning in sport, exercise, and rehabilitation.

A.3 Support student volunteering through on-campus, community, and international programmes.

A.4 Continue to develop our network of partners to increase the applied opportunities for students within sport, exercise, and rehabilitation.

A.5 Extend our offer of industrial placements to ensure students gain hands-on experience of employment and real-life projects in sport, exercise, and rehabilitation.

A.6 Mobilise a tiered student workforce to offer a suite of sport, exercise, and rehabilitation science support services to allow them to gain real-life experiences.

A.7 Commit to embed students in a safe and supportive global community.

A.8 Expose students to an array of digital and technological advances in sport, exercise, and rehabilitation.

Pillar 3 'To create a collaborative culture of research and knowledge exchange where social capital drives knowledge transfer within sport, exercise, and rehabilitation'.

A.1 Build global connections, partnerships, opportunities, and strategic alliances with like-minded universities.

A.2 Facilitate the development of student and staff led research to support high performance sport, exercise, and rehabilitation participation.

A.3 Commit to create impactful evidence-based partnerships with new partner organisations and NGBs in sport, exercise, and rehabilitation.

A.4 Raise the profile of social and participative sport and physical activity at the University to support the City-wide agenda to enhance health and wellbeing.

A.5 Establish a clear, integrated, and robust governance structure for sport, exercise, and rehabilitation.

A.6 Assist in the development of the 'Plymouth Marjon' sport brand to unify all aspects of delivery and create an Institutional identity.

A.7 Empower research clusters in sport, exercise, and rehabilitation to grow the research and knowledge exchange community.

A.8 Develop an infrastructure of high-performance sport to benefit our students the wider community and southwest region.

A.9 Develop 'Marjon sport, exercise, and rehabilitation performance hub', an accessible and inclusive hub to offer short courses and CPD opportunities to the wider community.

B. IMPLEMENTATION

Pivotal to implementation is the appreciation and integration of all University strategies, plans and processes. Specific strategies and polices include:

- Marjon Growth Plan
- The Learning & Teaching Strategy

- The Employability Strategy
- The People Strategy
- University Campus Plan
- Access and Participation Plan
- Research and Knowledge Exchange Strategy (Building Knowledge Together)

To achieve the intent at the core of the strategy, there are a number of expectations and requirements for implementation:

B.1 Investment in the development of a motivated, skilled, and diverse sport, exercise, and rehabilitation workforce that aligns to the vision of the strategy.

B.2 Development of online, digital and distance learning provision to allow the implementation of a flexible curricula.

B.3 Development of an Institutional policy in which academic flex is offered to afford students the right to a dual career.

B.4 To display pro-activity in our engagement to expand our network of sport, exercise, and rehabilitation champions and advocates.

B.5 Development of a centralised system for sport performance and exercise to allow engagement with prospective sponsors and grant funding bodies.

B.6 To support the development of an attractive sport scholarship and focus sport offer to attract, retain and develop talented athletes and the workforce

B.7 Investment in University outreach work, in which students will be mentored to design and deliver a range of community-based widening participation outreach projects for underrepresented learners.

B.8 Investment in the infrastructure of specialist learning environments to support the sport, exercise, and rehabilitation curricula delivery.

B.9 The creation of an identity for sport, exercise, and rehabilitation which is driven by a 'one team' identity in which members commit to 'making a difference' and display shared behaviours.

B.10 The representation of sport, exercise, and rehabilitation at Key University Committees and working groups.

B.11 The launch of university owned sport academies in collaboration with regional sporting organisations to offer high quality coaching and performance support to talented young performers.

B.12 Continued commitment to improve the ease with which people can engage with sport, exercise, and rehabilitation at the University using technology.

B.13 The undertaking of an annual review of sport, exercise, and rehabilitation success in line with academic and end destination careers.

B.14 The development of marketing and communication plans within sport, exercise, and rehabilitation.

As implementation will inevitably be iterative in nature and require responsiveness to context, there will be annual priorities established aligned with the intentions and broader implementation expectations (refer to Annex A, annual priorities).

C. IMPACT

Whilst annual priorities will be established, there are broader key performance indicators that would demonstrate positive impact.

It is important to acknowledge that the intentions underpinning the strategy are challenging for everyone in the University community. As such, maintaining and improving some performance indicators may involve a transitional phase.

C.1 To be recognised as the leading Higher Education provider in the Southwest for our sport, exercise, and rehabilitation offer.

C.2 Increased recruitment of a wider demographic of undergraduate and postgraduate students to our portfolio of sport, exercise, and rehabilitation programmes, that is inclusive and accessible to all.

C.3 An increased growth in our offer of inclusive and accessible sport, exercise, and rehabilitation using our own facilities or through our partners.

C.4 Increased student satisfaction year on year.

C.5 An increase in the levels of graduate employability in sport, exercise, and rehabilitation through the development of students that possess the knowledge, skills, and attitudes necessary to be competitive in the modern workforce.

C.6 The development of graduates who can participate appropriately in an increasingly diverse society, use innovative technologies and cope with rapidly changing workplaces.

C.7 The development of an integrated governance structure for sport, exercise, and rehabilitation with clear aims, strong leadership, and accountability.

C.8 Recruitment and retention of talented athletes within the region to raise the profile of the University on the National and International stage.

C.9 The development of our social media and digital footprint to highlight our sport, exercise, and rehabilitation activity offer.

C.10 To be renowned for excellence in sport, exercise, and rehabilitation in research and knowledge exchange.

Document Title	Academic Sport Strategy 2022-27
Version	1.0
Issuing Authority	Senate
Custodian	Director, School of Sport, Exercise and Rehabilitation
Last Amended	2nd March 2022
Sensitivity	Unclassified
Circulation	Web publication
Effective from	2nd March 2022
Review Date	By 31st August 2023
Effective until	31st August 2023
History	Version 1.0 approved at Senate on 2nd March 2022. Reviewed without further amendment at Senate on 10 th May 2023 (Senate 22/04).