

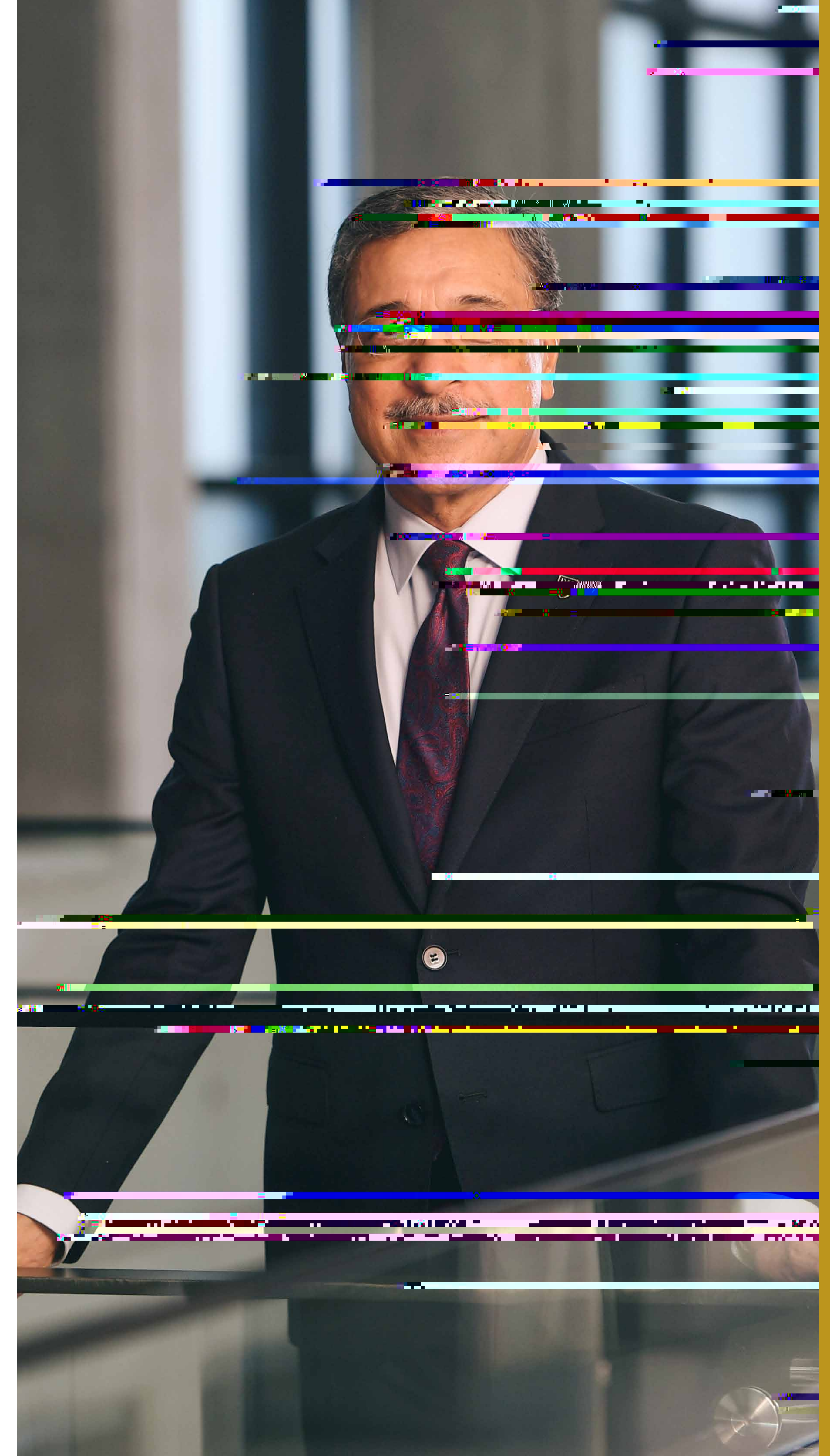
DALH IE I E I  
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What would it take to lift Dalhousie University, widely recognized as one of Canada's best, into the community of the world's greatest universities? And while on that journey, how can we do our absolute best to serve our communities here at home, helping lift their aspirations to the same heights?

These questions served as our guiding light as we invited our diverse constituents to share ideas to help shape our collective vision. We reflected on our past achievements and the promise of our third century. A product of an unprecedented level of engagement, this plan builds on our momentum, and sets a new course for the future.



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Our Third Century Promise « , / Si'st KasqimInaqnipunqekl Teli L'witmasimk in & š (\* . « & 0 1 % " - / , ! 2 1 , # , 2 / 0 % / 1 ! / 1 & + \$ , 3 " / # 2 ) 1 6 Ñ 0 1 Ñ aspirations as a Dalhousie community, expressed through a comprehensive, engaging, and consultative planning process that has now spanned two years. It signals Dalhousie's long-term ambition while providing a clear, actionable 0 1 / 1 " \$ 6 1 , \$ 2 & ! " 2 0 ! 2 / & + \$ 1 % " Future plans are expected to build on these priorities, just as our new plan seeks to build on its 2014-18 precursor, Inspiration and Impact, in which the opening sentence foreshadowed the long-term commitments we are now formalizing:

**“As we look ahead to our third century, we do so encouraged by our past and challenged to live up to its promise: to take our place among the best universities in the world...”**

To develop this plan, we sought to capture and / " " 1 1 % " \$ , ) 0 + ! - / & , / & 1 & " 0 , # \$ 1 2 % 1 6 Ñ 0 1 ) Ñ + 0 & \$ % 1 0 + ! # " " ! 0 Ñ 0 Ñ " + 1 " + ! , / ! , " / 0 Ñ leaders across campus.

**EXPLORE AND LISTEN (JANUARY–MAY 2019):** Broad input was gathered through a

general survey that attracted 253 responses; 37 engagement meetings covering all Faculties and a retreat that included 200 participants and garnered over 900 comments.

**LEARN AND GROW (MAY–AUGUST 2019):** 16 informal learning circles explored subjects

**SELF STUDY (SEPTEMBER 2019–MARCH 2020):** Self-study teams researched and developed thought papers around eight emerging strategic themes. Each team was co-led by a faculty \* " \* " / + ! 0 1 \* " \* " / Ñ 0 2 - - , / 1 " ! subject-matter experts and team members from across the university community. In total, more than 150 individuals served on a self-study team.

**FINALIZING THE PLAN (MARCH 2020–APRIL 2021):** Following a pause in planning activity due to the COVID-19 pandemic, the president and senior leadership team consolidated insights from ) ) - % 0 " 0 , # 1 % " - / , " 0 0 & + 1 , 3 " \$ 1 2 % 1 6 Ñ 0 1 ) Ñ + 0 & \$ % 1 0 + ! # " " ! 0 Ñ 0 Ñ " + 1 " + ! , / ! , " / 0 Ñ leaders across campus.

It would be impossible to include all the excellent feedback, insights, objectives, and recommendations that emerged from this

thorough set of consultations. This plan is our " 0 1 " , / 1 1 , 0 6 + 1 % " 0 & 7 " 1 % " " 0 0 " is richer for the thoughtful contributions. Ñ priorities and compelling ideas brought forward. Any recommendations not explicitly referenced will be continually revisited as we move forward, - / & \* / & ) 6 1 % / , 2 \$ % 0 - " & 0 1 / 1 " \$ & Ñ + Senior Institutional Planner and Project + \$ " / / " + ! % " " Ñ / " 0 & ! " + 1 š 0 " % & " # , # 1 + ! 5 " 2 1 & 3 " & / " 1 , / < 1 & + \$ " 1 " / ! " - 1 % ð

## ACKNOWLEDGEMENTS

Individuals and groups from all parts of the university played a crucial role in the development of this plan. Through each of the four phases of consultation and development, students, faculty, 6 0 1 Ñ & + 1 " / + ) , " 0 + ! ! " - / 1 \* " + 1 0 Ñ + ! external organizations took the time to share their insights and perspectives. Initiated and overseen by former Provost and Vice-President Academic Dr. Teri Balser and, subsequently, Provost and Vice-President Academic (Acting) Dr. Frank Harvey, this extensive consultation process sparked broad interest and excitement around Dalhousie's plan. Thank you to Drs. Balser and Harvey for their leadership and vision throughout the consultation process and to Dr. Harvey for his work to coalesce key themes from the consultations into the + ) - ) + ð % + ( 6 , 2 1 , " 3 " / 6 , + " 4 % , 3 , ( 1 % " time to engage in the planning process. Special recognition and thanks are due to the leads of 1 % " " & \$ % 1 0 " ) # © 0 1 2 ! 6 1 " \* 0 # , / 1 % " & " 0 " " / 1 and commitment demonstrated to convene these

discussions and develop thought papers. This plan is richer for the thoughtful contributions.

Thank you, also, to Vice-Provost Planning and Analytics Susan Spence, Assistant Vice-Provost Planning and Strategy Leanne French-Munro, Senior Institutional Planner and Project + \$ " / / " + ! % " " Ñ / " 0 & ! " + 1 š 0 " % & " # , # 1 + ! 5 " 2 1 & 3 " & / " 1 , / < 1 & + Laura Hynes Jenkins, Associate Director Integrated Communications Ryan McNutt, and freelance writer Leo Artalejo for their support throughout the planning process.



**ACADEMIC FREEDOM**

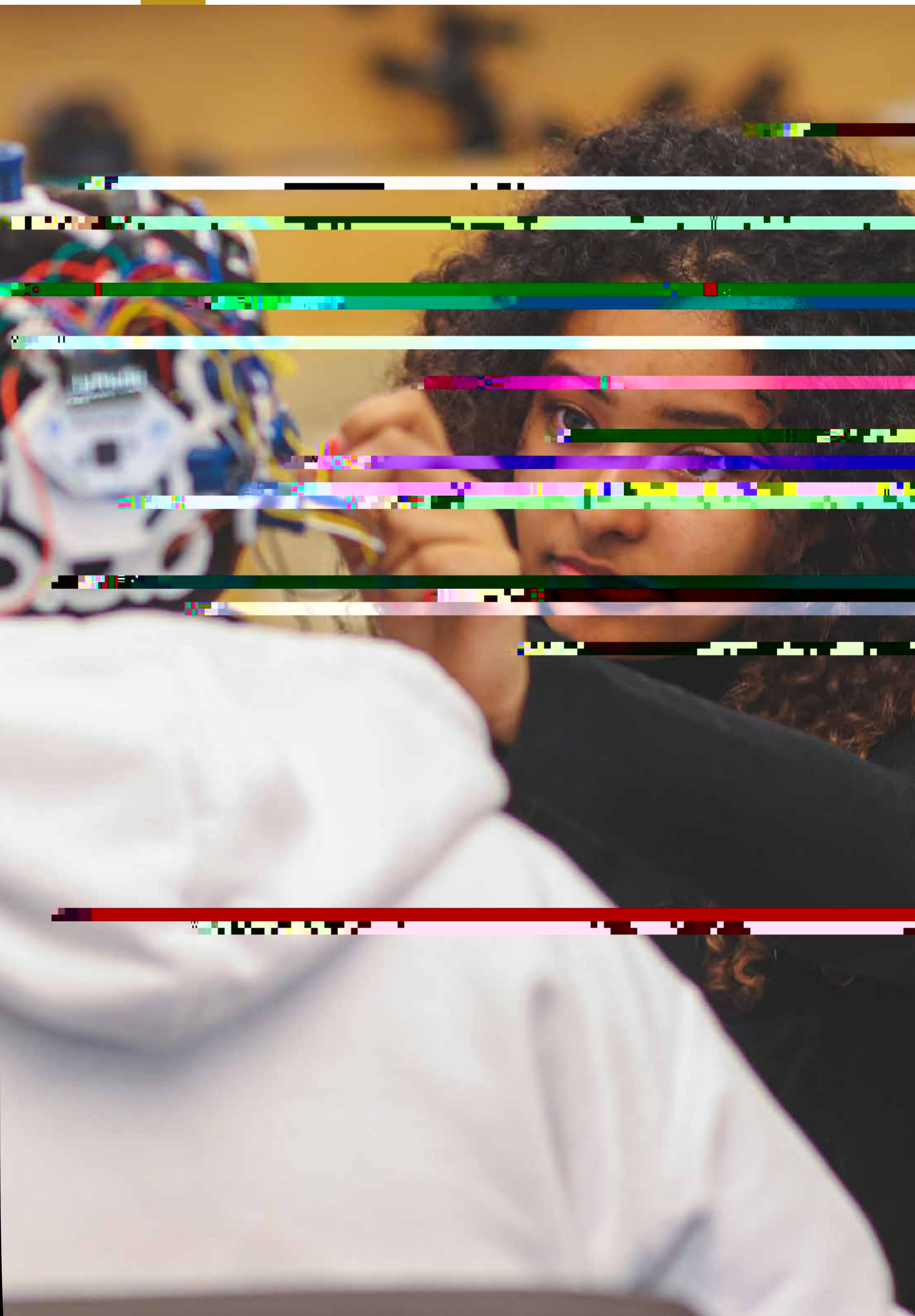
We are committed to the principles of academic freedom in all areas of teaching and research, and remain dedicated to scholarly autonomy, intellectual integrity, and accountability. Through our teaching, research, and administration, we commit to discourse, dialogue, and language that is open, inclusive, and respectful.

**COMMITMENT TO EXCELLENCE IN TEACHING,  
RESEARCH, AND SERVICE**

Academic programs that attract and retain a diverse mix of  
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of our mission. We are a research-intensive university grounded in a  
legacy of discovery, academic excellence, and community service that  
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# Our Shared Plan



Our students are the foremost reason for Dalhousie's existence and purpose. Our graduates are our strongest ambassadors, and their experience with us and their success is a key driver of the university's reputation and legacy. Dalhousie has long been known for the excellent quality of its education, and we are embarking on a sustained campaign to become Canada's most student-centred research-intensive university, and among the top-ranked universities globally for a transformative student learning and life experience for our undergraduate, graduate, domestic, and international students.

Our relationship with many students begins long before they attend Dal and lasts long after they graduate. Their family's relationship with Dal may go back generations and very often contributes to student choices for their post-secondary education. On the other hand, the decision by an international student to come to Dalhousie may represent one or two generations' worth of savings; their hopes and ambitions for a better life are pinned on us because we stood out among all the other options in the world. Many of our students come from historically disadvantaged communities (locally and nationally) or are

1 % " 0 " 0 1 2 ! " + 1 0 , # 1 " + " + " 1 # / , \* opportunities and international mobility. supports and tailored mentorship opportunities. Cultivating positive experiences for all of our students is essential to our mission, and these " 5 - " / & " + " 0 Ñ & + 1 2 / + Ñ 4 & ) ) ! " + diversity, equity, inclusion, and accessibility of their lifelong relationship with the university as alumni.

In addition to sustaining our strong commitment to excellent in-person teaching, we 4 & ) ) & + 1 / , ! 2 " \* , / " " 5 & ) " ) " / + & + \$ \* , ! " ) 0 + ! options that are stackable, cross-disciplinary, and relevant. We will expand co-curricular opportunities and integrate online technologies to enhance and modernize our student support, as well as residential and campus life experiences. We will carefully consider the attributes, knowledge, and skills Dalhousie graduates should exhibit, commit to curricular renewal, and reward excellence in curriculum development, program innovation, and delivery. While fully preserving our long-held values of holistic education nurturing global citizenship, as well as our 200-year legacy of liberal arts and sciences education, Dalhousie will sharpen its focus on career readiness and global success of our undergraduate, graduate, and professional students through the expansion of experiential learning, career development and entrepreneurship training, research

We will deliver excellent student support - / , \$ / \* 0 + ! 0 " / 3 & " 0 1 % 1 / " " 1 " 3 , ) 3 & + \$ student needs and identities by integrating diversity, equity, inclusion, and accessibility into systems, policies, and practice. Our 1 2 ! " + 1 & / 0 1 " \* Ñ & + , , - / 1 " + 1 / 1 ð ) Ú diversity, excellence in student experience 2 ( e Oeer y)

To ensure that our graduates remain competitive throughout their careers in a rapidly changing world, we will commit to a substantial enhancement of the lifelong partnership with our graduates, facilitating continual professional upgrades at substantially reduced costs. We will also support enrolment in micro-credentials as a way to support alumni in acquiring and demonstrating new skills.

**Dalhousie will embark on a sustained campaign to be recognized as the best in Canada and among top ranked universities globally for a transformative learning and life experience, leading students to successful careers, professional designations, or advanced graduate degrees.**

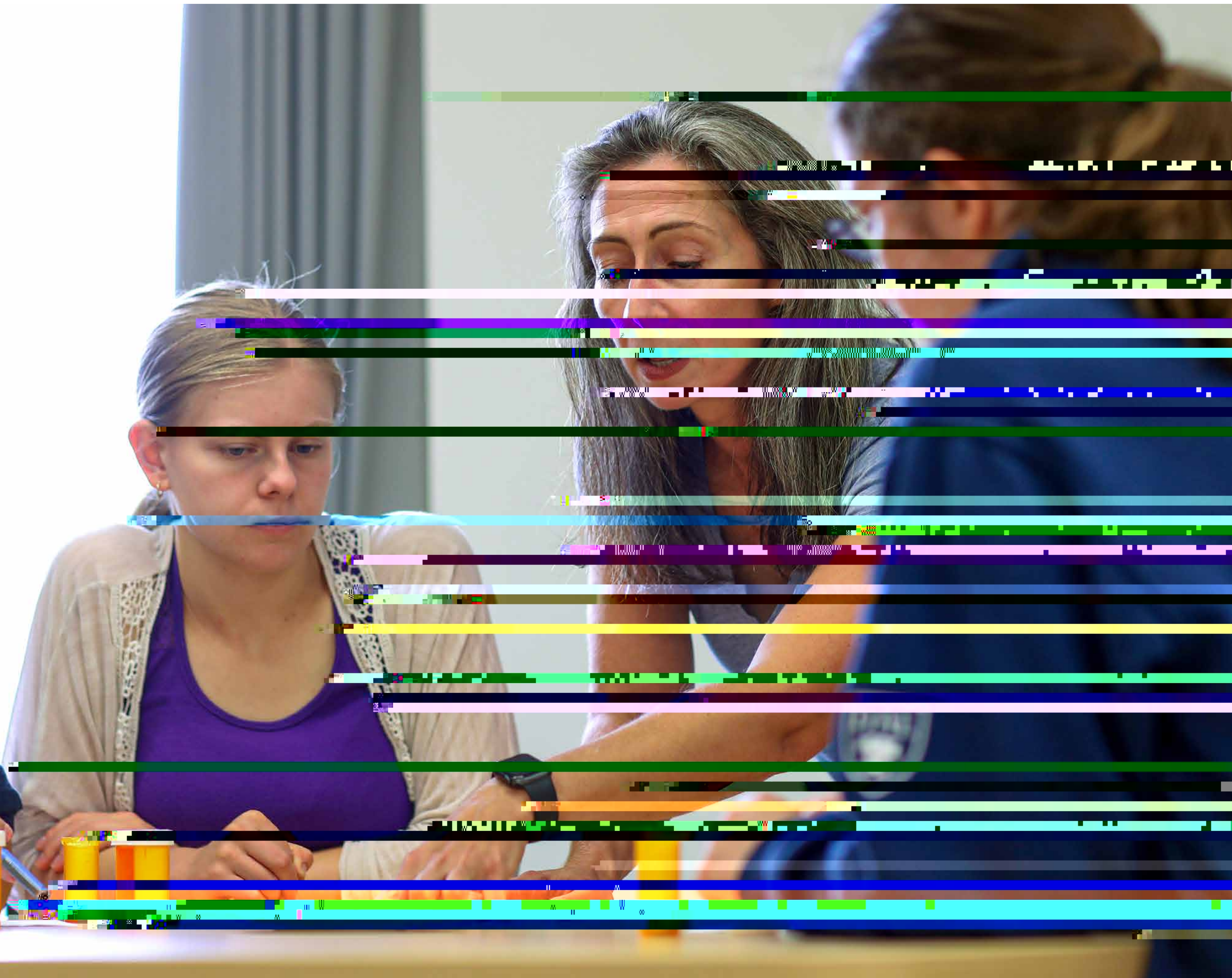
## ACTIONS

1. Make Dalhousie a leader in curriculum development and program innovation by providing excellent in-person, online, and hybrid/blended program delivery models through continued strategic investments in infrastructure, facilities, and faculty supports and training.
2. Reward excellence in teaching, curricular development, and pedagogical innovation in our undergraduate, graduate, and professional programs at par with other core elements of Dalhousie's academic and research missions.
3. Strengthen Dalhousie's commitment to professional development and the preparation of students for employment and success through innovations in academic programming, skills-based learning, experiential and work-integrated learning, entrepreneurship training, and community-engaged teaching, research, and service. At least one form of genuine experiential learning opportunity will be available as an option in each Dalhousie degree by 2026.

4. Create a single, seamless, and digital system for supporting our undergraduate and graduate student journey from the point of admission and registration, retention, student services and advising, academic success in upper years, graduation, career supports, and alumni relations.
5. Deliver excellent student support programs and services that increase student retention and success, including integrating diversity, equity, inclusion, and accessibility into systems, policies, and practices across all Dalhousie campuses.
6. Expand Dalhousie's global reach by identifying global partnerships, developing and expanded recruitment, retention, and academic success of international students, while also expanding international academic opportunities for all our students.
7. Deploy strategies that will strengthen Dalhousie's capacity to reach, attract, and retain students who both historically and currently face barriers to participating in

our community, with special emphasis on African Nova Scotian and Mi'kmaw students.

Dalhousie as a committed lifelong partner in the lives of our graduates, supporting continual career up-skilling and re-skilling to support their success in the workforce and enrolment in micro-credentials.



Dalhousie's 200 years of storied history are a direct product of the passion and commitment of our teachers, researchers and scholars, whose discoveries, inventions, scholarship, and thought-leadership have enhanced the quality of life at home and abroad; our students, who constantly renew us, enrich our campuses, enhance us intellectually, and challenge the status quo; alumni, our 148,000 ambassadors spread across more than 150 countries; donors and volunteer leaders, whose generosity has built our campuses and supported our mission; and founders and successive senior administrators, governors, and senators, whose vision has shaped our direction and steered the institution through good and challenging times alike. Everything Dalhousie is today is a product of the legacy left by our people and our partners. It is this legacy that will achieve our global ambitions, keep our commitments to our communities, and continue to thrive as a leading national and international university.

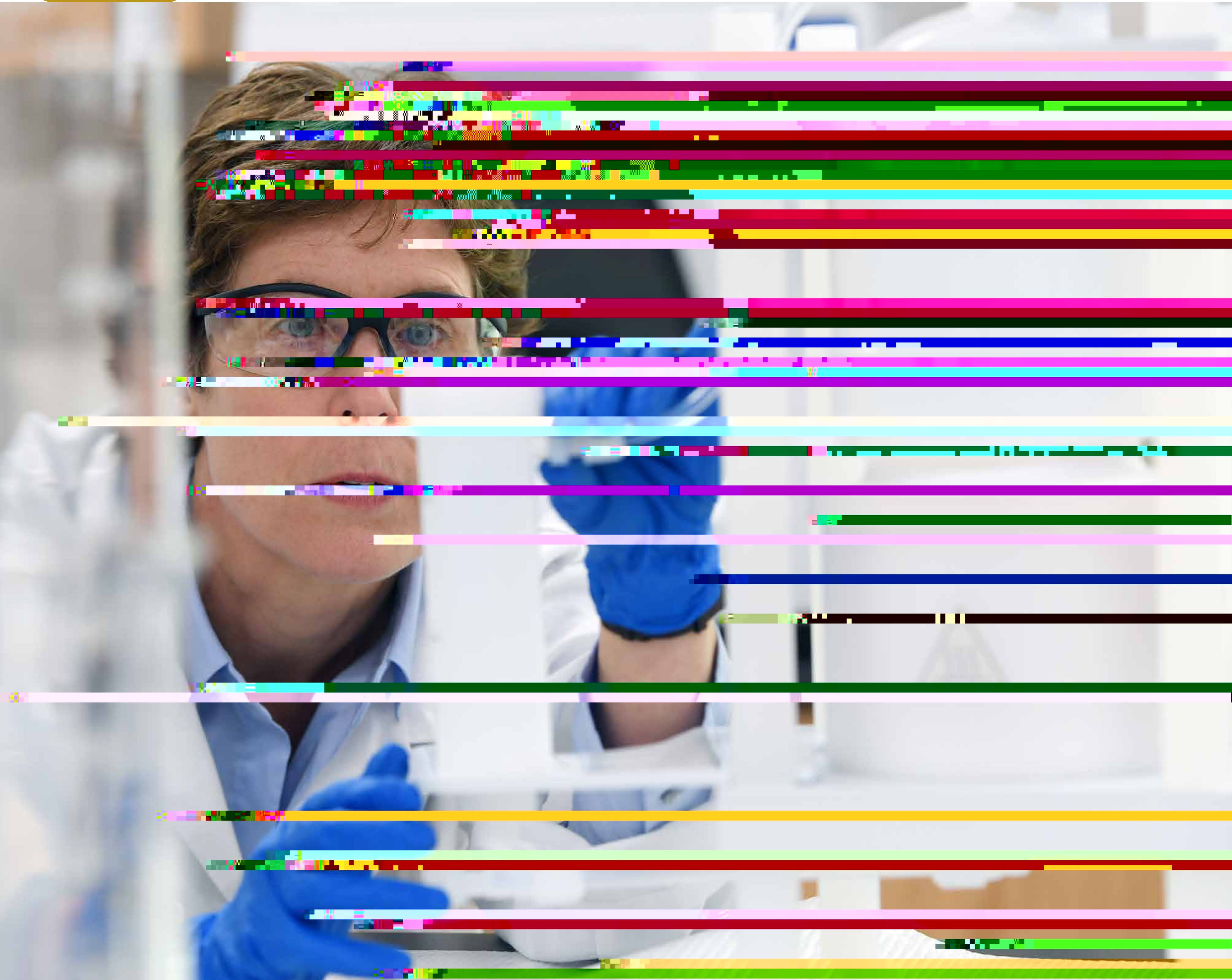
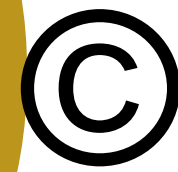
Our second pillar places the highest priority on nurturing the outstanding talent and enriching and diversifying our community. We have and are actively searching for the most accomplished and promising individuals, with special attention to all underrepresented groups and particular emphasis on African Nova Scotian and Mi'kmaw communities. Dalhousie consistently ranks among the top employers in Canada and in Atlantic Canada. Over the past decade, we have eliminated barriers and actively searching for the most accomplished and promising candidates over 90 per cent of the time. Our low turnover rates among faculty and staff where people come to build their careers. We ensure Dalhousie remains an employer of choice, where our people strongly committed to, and engaged in, supporting the university's core mission of exceptional education, research, and service.

Our commitment to setting a high benchmark over 90 per cent of the time.



measures at all levels with a focus on  
recognizing the contributions of our faculty and  
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Research and scholarship are foundational to Dalhousie's educational experience. As a member of Canada's U15 group of research-intensive universities, Dalhousie is a national and regional powerhouse and a global player, providing students and researchers with a platform to forge new frontiers in knowledge and innovation.

From this vantage point, our new plan seeks to position Dalhousie on the global stage as a premier university in our emerging strengths, as outlined in Impact Together, Dalhousie's Research and Innovation Strategic Direction, 2018-2023. While we remain committed to across-the-board excellence in research, we will concentrate on growing research clusters that align with our research strengths, that support national and regional priorities, and that present a leadership position on the international stage. Building Dalhousie's clusters of research pre-eminence will entail developing closer partnerships with government and non-government organizations, industry, and business. We will pursue these priorities

while remaining grounded in supporting a variety of innovative and inventive research activities, related community outreach initiatives, and resulting knowledge mobilization and transfer.

By supporting international partnerships, identifying and attracting increased funding from a variety of sources, and focusing on graduate student support, we will enable our researchers to apply their expertise to addressing the world's most pressing inequalities to tackling climate change and ensuring that no one is left behind. We will provide interdisciplinary learning opportunities and experiences for our faculty, and entrepreneurs with a safe environment in which to unpack complex problems, brainstorm ideas, evaluate solutions, test concepts, take risks, and learn from failure.

We will support researchers with broad and diverse knowledge mobilization options to ensure their work has impact and recognition, including a full suite of opportunities for translating research outputs into tangible outcomes for the world. We will focus on diverse methods

that include research partnerships with a variety of organizations, and in particular with our Mi'kmaw and African Nova Scotian community as knowledge producers.

Building on our legacy of groundbreaking research and outstanding scholarship, we will continue to focus our efforts on growing world-leading research programs in areas of particular strength, and invest in infrastructure that supports our researchers to achieve excellence.

## ACTIONS

1. As we continue to fully support our Research and Innovation Strategic Direction, Dalhousie will encourage and support emerging areas of discovery and exploration that may lead to potential world-leading pre-eminence and are also aligned with community, provincial, and regional needs, and target internal, philanthropic, and other investments to develop the full potential of our research clusters.

2. Enhance logistical Research & Innovation and Government & Global Relations, identify and nurture

new research networks, nationally and internationally, with particular focus on high-value partnerships.

4. Increase the number and diversity of our PhD and post-doctoral scholars by attracting new sources of funding, working with other institutions and global partners, the professional development of our PhD students to facilitate access to an expanding number of career opportunities.

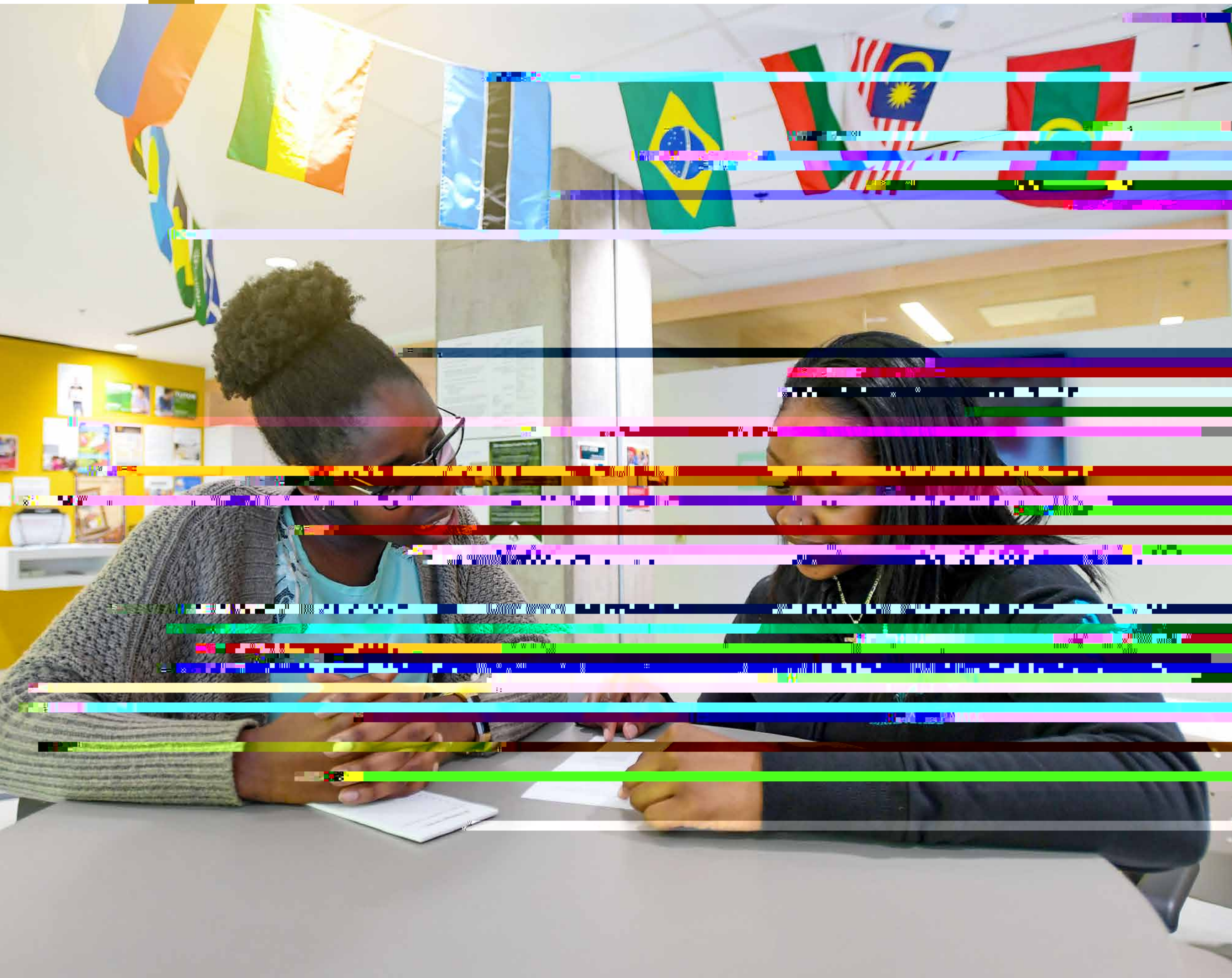
5. Strengthen our R&D linkages with industry and community partners and sharpen our focus on mission-oriented, problem-solving research and policy relevant community outreach and communication. We will use the framework of the UN SDGs to ensure local and global consequence.

6. Formalize and streamline Innovation and Entrepreneurship (I&E) programming across Dalhousie in keeping with national and global growth in the start-up economy and social enterprise. Through robust I&E programming we will build an innovation and entrepreneurial community by providing

opportunities to participate within social, cultural, and economic growth roles that industry engagement to create local investment to encourage participation across our start-up ecosystem.

7. Collect and share essential research rankings submissions and raise awareness of our accomplishments with and global university rankings.

8. Integrate sustainability, environmental responsibility, social justice, and climate change themes in funding campaigns to support the UN SDG goals and clusters



The success and prosperity of Dalhousie and of Nova Scotia are inextricably intertwined. Our strategy and ambitions on the global stage must simultaneously be a project to elevate the social, environmental, and economic prosperity of our province.

Our communities have made us the outstanding institution we are today and, in turn, we have played a crucial role in the life, progress, and well-being of the communities in which our campuses reside. We have educated numerous leaders in public life and diverse professions and have created knowledge and informed policies that have 0% - "!, 2/ 0, &" 16 « /& \* " & + & 0 1 In pursuing this vital goal, Dalhousie and Nobel Laureates; health-care leaders, artists and scientists; and nearly 100 Rhodes Scholars, among so many others. We provide health and wellness, legal, and counselling services to the public. We are a major source of sports and performing arts entertainment in Halifax. We serve as the community commons for debate and discourse around major issues. We are one of the largest employers, providers of talent, and generators of economic activity in the region. We are intimately tied into the life of our province -- Dalhousie is a civic university for Nova Scotia, with a shared civic duty to

contribute to Nova Scotia's future.

In this plan, we aim to make Dalhousie's commitment to a positive impact for Nova Scotia even more intentional. Building on our history of service and inspired both by the U.K.'s network of Civic Universities and by the "land-grant" tradition of public universities in the U.S., Dalhousie will forge deep provincial partnerships rooted in shared challenges and opportunities. Our objective is to ensure that a stronger Dalhousie also builds the strength of Nova Scotia, and that a thriving province is the foundation for our emergence as a top global university.

In pursuing this vital goal, Dalhousie has a particular obligation to the Mi'kmaq, on whose unceded territory we live and work, and to Nova Scotia's African Nova Scotian communities. We celebrate and /" , \$ + & 7 " 1 % " 0 & \$ + & + 1 % & 0 1 , / 6 + ! enduring impact of these two distinct groups, and believe our aspirations as a university and a broader society cannot be achieved without the full participation of these historically underserved communities.

2 & ) ! & + \$ , + , 2 / 0 & \$ + & + 1 & + 0 1 & 1 2 1 & commitments, and guided by the work of our Indigenous Strategy and African Nova Scotian Strategy, Dalhousie will pursue

respectful partnerships, commit to meaningful engagement, and support community-driven

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of Mi'kmaw and African Nova Scotian students, researchers and communities.

Dalhousie will establish a framework for intentional impact built upon shared priorities established with our governments and other partners. ese priorities will create a foundation on which drivers of our emergence as a top research university are mapped onto drivers of economic and



Our Strategic Plan includes many important initiatives to guide our principled commitments to equity, diversity, inclusion and social infrastructure required to improve many important elements of Dalhousie's standard infrastructure (e.g., buildings, digital network, governance of social infrastructure, much of what we aspire to achieve and improve under this foundational pillar will fall short.

The standard elements of infrastructure of a modern university consists of its physical campuses, governance, policies, administrative process, and digital platforms. Modernization of our infrastructure is required for our productivity and well-being and is an essential pre-requisite to achieving the full potential of our faculty, innovate and engage. A thoughtful and comprehensive review of all facets of our infrastructure must be completed with a view to the long-term needs of the university in

the coming decades.

Location matters, and Dalhousie is endowed with two exceptional locations. Our Studley, Clayton and Sexton campuses are some of North America's top 10 mid-sized cities for talent and liveability, and the economic and cultural hub on Canada's eastern seaboard. Dalhousie's Truro campus, the site of our Faculty of Agriculture, adjoins some of Atlantic Canada's most productive agricultural lands surrounded by several rural communities looking for opportunities to access a world-class university education. Our communities also include Dalhousie Medicine New Brunswick, which continues to provide students with an opportunity to study medicine in their own province at various teaching sites, as well as our nursing programs in Yarmouth, Nova Scotia, which provide similar access for nursing students to the southern reaches of Nova Scotia, exciting opportunities for academic and research extension, innovation, community outreach, recruitment growth, and industry partnership.

All our campuses continue to face serious  
number of aging buildings and associated  
infrastructure. This represents a major impediment  
to our progress. Starting with a review and  
update to our campus master plan, we will  
of facilities across our campuses. A key feature  
of the campus master plan will be to achieve the  
dual objective of creating a distinctive physical  
presence for Dalhousie in the heart of Halifax and





related resources required to support the Strategic Plan to positively impact our core teaching, research, service, and student life missions.

5. Launch an independent external review of our governance and administrative structures, which will be commissioned early in the plan period to engage in broad-based consultation to provide clear recommendations for any adjustments or realignments required to facilitate the success of our Strategic Plan.

6. Focus on revenue enhancement, implementation of this plan and the attendant positioning of Dalhousie for long-term success will require additional include an ambitious fundraising campaign, partnerships with private sector, and modelling and leading best practices for Dalhousie with respect to expanding and diversifying enrolment, providing the highest standards of student experience and success, setting competitive tuition and fee rates, and strengthening retention.

7. Identify and support process improvement productivity and decrease delays through the development of digital competencies, relevant technology.

8. Initiate the development of a new budget model early in the plan period, under the shared leadership of the Vice-President Finance and Administration and the Provost and Vice-President Academic. Principles allocating our revenue strategically and predictably to spawn initiative, growth, and entrepreneurship.

