Third Century Promise
Si'ist Kasqimtlinaqnipunqekl
teli L'wi'tmasimk

ANNUAL PROGRESS REPORT:
YEAR ONE REPORTING
(2021-22)
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Third Century Promise
Message from the President

Over the past year, we have worked to advance the ideas and aspirations laid out in our Third Century Promise — a plan that reflects the collective ambition and will of the Dalhousie community to extend and grow our enduring positive impact on Nova Scotia, Canada, and the world.

Teams across the university have developed the planning framework to support our plan, and each of the plan’s five pillars is overseen by an executive sponsor or sponsors from the president’s executive team, with two or more leads responsible for overall planning and execution. This planning framework is integrated, sustainable, collaborative, aligned and anticipates changes we might need as we move forward.

The planning framework also takes interdependencies and workload into account. While a strategic planning process does spark new initiatives, it also provides an opportunity to bring together projects that are already underway. Therefore, our strategic planning process and implementation strategies complement, support and expand on our ongoing work.

This first year of reporting on progress represents a point of convergence where we can begin to see our ambitions unfold as activities expand and new initiatives are launched. The report also highlights data trends that speak to our health as an institution over the past three years, despite the many difficult challenges associated with a global pandemic. We expect that next year the narratives highlighted in this report will be supported by data-informed measures that will continue to illustrate ongoing progress in the years ahead.

We are coming through the pandemic with much to be proud of. We have now completed two full academic years under COVID-19, while still achieving increases in enrolment. This shows the strength, dedication and innovation our community is capable of. Along the way, we have learned many important lessons about our operations, our university community, and our values, all of which will continue to inspire us and shape our path forward in vital ways.

The success stories in this year’s report highlight our commitment to equity, diversity, inclusion, and accessibility, as well as the importance of our ongoing relationships with Mi’kmaq and African Nova Scotian communities; our unwavering attention on our core missions of exceptional teaching and transformative research; our dual responsibilities of local service and global impact; and the innovative solutions we are finding to support the long-term success of the university.

Thank you for joining me in accelerating Dalhousie’s ascent to a much higher level of achievement, inclusion, service, and excellence on the global stage, and in doing so, helping to fulfill our Third Century Promise.

Deep Saini
President and Vice-Chancellor
WHERE SMALL CLASSES MEET BIG IMPACT
requires that our students feel a sense of belonging. For some, camaraderie is found by packing up and making the journey to university. And for some, belonging is found in being able to study close to the support of their home community. The introduction of the Truro Start Program allows Dalhousie to offer the best of both worlds by expanding the options on our Truro campus, a place that feels more like home to many.

Truro Start has been designed as a steppingstone into the larger university experience. The program starts this fall by offering first-year Science courses on the Truro campus. Over the next few years, courses from the Faculty of Computer Science and the Faculty of Arts and Social Sciences will be added.

Not only will students be able to begin their degree on our close-knit rural Truro campus, adding to the program offering on the campus will deepen and expand the student experience for all students. It will also give students access to elective courses that weren’t previously available. Most importantly, Truro Start will make Dalhousie more accessible to students from communities that have not always felt welcomed here.

The Truro campus is close to several significant Indigenous, African Nova Scotian and Black communities, which means students from these communities who choose to study at Dal have the option to stay among their families, friends, and community members. As part of Truro Start, Dalhousie is also collaborating with Indigenous communities on new programming and other initiatives to begin addressing the colonialist intents in Dal’s history.

It is our hope and intent that as Truro Start continues to expand it will welcome many students from underserved communities and rural areas who would prefer to start university in familiar surroundings. We anticipate that after spending a year or two on the Truro campus, students will feel they belong at Dalhousie and be confident about completing their studies on our Halifax campuses.
ENROLMENT

\[
\begin{array}{llll}
\text{UNDERGRADUATE} & 20,970 & 2021-22 & 20,217 & 2020-21 \\
\text{GRADUATE} & 19,557 & 2021-22 & 19,551 & 2020-21 \\
\end{array}
\]

RETENTION

\[
\begin{array}{llll}
\text{FIRST TO SECOND YEAR} & 87.3\% & 2021-22 & 88.5\% & 2020-21 \\
\text{FIRST TO THIRD YEAR} & 81\% & 2021-22 & 78.9\% & 2020-21 \\
\text{INTERNATIONAL} & 80.7\% & 2021-22 & 90.7\% & 2020-21 \\
\end{array}
\]

SCHOLARSHIP AND BURSARIES

including the NS Bursary Program

\[
\begin{array}{llll}
\text{UNDERGRADUATE} & \$35.3M & 2021-22 & \$32.7M & 2020-21 \\
\text{GRADUATE} & \$38.2M & 2021-22 & \$32.2M & 2020-21 \\
\end{array}
\]

DAL’S STUDENT HEALTH AND WELLNESS CENTRE
continued to provide students with same-day access to primary and mental health care
Number of student mental-health related appointments compared to total student appointments:
\[
\begin{array}{llll}
\text{2021-22:} & 14,108/35,474 & \text{2020-21:} & 12,209/30,837 \\
\end{array}
\]

EXPERIENTIAL LEARNING (EL)
Dalhousie is participating in the Experiential Learning Institutional Metrics Project survey, part of the provincial Entrepreneurship & Experiential Learning (E&EL) Working Group. Survey results will enable us to better understand where and how E&EL integrates into academic programs.

STUDENT ORIENTATION
Dal moved to a de-centralized Orientation approach, with nine different programming options: Black Student Orientation, International Orientation, Indigenous Student Orientation, Start on Track Online, Start on Track on Campus, AC Orientation, DSU O-Week, Able@Dal, and Graduate Student Orientation.

CO-OP WORK TERMS

\[
\begin{array}{llll}
\text{2021-22} & 2,821 & 2020-21 & 2,672 \\
\text{2020-21} & 2,500 & 2019-20 & 2,672 \\
\end{array}
\]

The examples above represent only a selection of the important work happening across our campuses. More information is available online.
Accessibility Plan

ACCESSIBILITY IS A HUMAN RIGHT. WHEN WE TALK about making Dalhousie fully accessible, what typically comes to mind is changes to the built environment—human-made spaces where we live, work, learn and play. While those changes are absolutely essential, accessibility goes beyond physical and architectural access to include policies and systems, technology and communication.

Dalhousie’s Accessibility Plan, through a series of recommendations, acknowledges that in addition to structural barriers, we need to address the environmental and attitudinal barriers that limit the full participation of persons with disabilities. Physical spaces, transportation routes, technology, policies—they are all interconnected. Full and meaningful access is only possible when we work towards reducing or eliminating barriers across all areas.

Woven throughout the Plan is an unwavering commitment to showing leadership in inclusive excellence. This might be reflected in accessible teaching and learning, in collaborative research on accessibility, or in accessible and equitable employment.

The actions we take speak to inclusion broadly and make a difference in many ways during interactions with our community. For students, it begins with admissions and continues through co-curricular and post-graduation opportunities. For employees, it begins with the hiring process and includes policy, recognition and support. And it’s about systemic changes like accessible websites, technologies and services that benefit everyone.

To date, built-environment projects are removing barriers and improving campus accessibility through major classroom renewal, building renovations, and wayfinding maps. Policies are being updated to better reflect and represent the diversity of Dalhousie faculty and staff. We have introduced improved mental health benefits. Student access to assistive technology has been enhanced. And systemic changes like accessible websites, technologies and service provisions benefit everyone.

Dalhousie’s Accessibility Plan presents us each with an opportunity to reflect on our systems, structures, policies, practices, and attitudes in order to create and sustain accessible spaces, services and communities for all of our students, staff and faculty. At its core, Dalhousie’s Accessibility Plan is all about our people.
Redesigning our Academic Leadership Program

Dalhousie’s 14 Equity, Diversity, Inclusion & Accessibility

Developing a recognition policy

Mentorship, Completed two-year review of Dalhousie’s Sexualized Violence Policy with minor revisions

The FM team continues to work with ISANS

Launch and implementation of Dalhousie’s Work Well Strategy

Focus group meetings to discuss Commitment to an Flexible Work Guidelines

Forming pan-university Equity & Inclusion Committees across Faculties and Six Pan-University Committees

Ensuring competitive terms and conditions for employment, including a comprehensive job

Developing an Inclusive Excellence Framework

Enrich and diversify Taking a progressive approach to work, prioritizing safety, flexibility, efficiency, engagement, and productivity

Developing best practices for talent acquisition

Employment Equity Manager

Creating a Career Development Strategy, including an Aspiring Leaders Program

Reviewing and editing our Employment Equity Policy

Implementation of flexible work guidelines

Facilities Management (FM) working to

The VPEI (Vice-Provost Equity & Inclusion) team has hosted

Creating a proposal for an Inclusive Leadership Academy as an outcome of the

Healthy, accessible and academically inclusive culture for working and learning

- Launch and implementation of our new Accessibility Plan
- Implementation of flexible work guidelines
- Taking a progressive approach to work, prioritizing safety, flexibility, efficiency, engagement, and productivity
- Completed two-year review of Dalhousie’s Sexualized Violence Policy with minor revisions

Individual and team achievements in the area of wellness and accessibility

- Launch and implementation of Dalhousie’s Work Well Strategy
- Enhancing Dalhousie’s culture and recognition initiatives
- Developing a recognition policy

Mentorship, support, and career development opportunities

- Creating a Career Development Strategy, including an Aspiring Leaders Program and mentorship programs
- Developing an Inclusive Excellence Framework
- Redesigning our Academic Leadership Program

Commitment to an anti-racist culture

- Forming pan-university Equity & Inclusion Committees across Faculties and non-academic units
- Signatory on the Scarborough Charter – a landmark national agreement that focused on addressing anti-Black racism and promoting Black inclusion in higher education
- Developing a Racial Violence Policy and Anti-Racism 101 module (available now on Brightspace)

Meaningful representation targets for equity- deserving groups on Dalhousie’s leadership teams

- Developing an Employment Equity Plan
- Creating a proposal for an Inclusive Leadership Academy as an outcome of the Scarborough Charter
- Ensuring supports and mentorship initiatives are available for senior leaders from historical and current underrepresented groups

The examples above represent only a selection of the important work happening across our campuses. More information is available online.

ADVANCING EDIA ACROSS DALHOUSIE

- The VPEI (Vice-Provost Equity & Inclusion) team has hosted “Speak Truth to Power” forums focused on systemic racism, gender-based violence, and Indigenous women’s stewardship
- Dalhousie’s 14 Equity, Diversity, Inclusion & Accessibility Committees continued their support around actions, policies, and practices that promote and sustain EDIA (Equity, Diversity, Inclusion and Access)
- Annual Viola Desmond lecture series featuring Michelle Audette, focused on missing Indigenous women and children
- Focus group meetings to discuss Dalhousie’s Pathways Programs from the African Nova Scotian and Indigenous communities
- 72% of faculty and 58% of staff searched in hiring an equity-deserving candidate
- Six Pan-University Committees being established to address the recommendations from prior reports including African Nova Scotia and Indigenous Advisory Council strategic reports, in addition to the Truth and Reconciliation Commission Report and the Scarborough Charter:
  1. Recruitment & retention of faculty, staff and senior leaders
  2. Student access and success
  3. Research & innovation
  4. Curriculum, teaching and learning
  5. Campus climate
  6. Community engagement

COLLABORATION

As the first Canadian universities to join Universities Studying Slavery (USS), Dalhousie University and the University of King’s College, acting together and in partnership with The Black Cultural Centre of Nova Scotia, are proud to be co-sponsors of the Fall 2023 USS Conference, Slavery, Reparations and Education: African Nova Scotia, Canada and Beyond. This is the first USS conference held outside of the United States and follows directly from the work of the Lord Dalhousie Report.

INCLUSIVE EXCELLENCE

In our Academics

- Black Studies Research Institute (BSRI), with a transdisciplinary focus, was successfully developed and approved starting 2022
- Progress continues with (a) Black and African Diaspora Studies BA (Major) and BA (Honours), with Double Major and Combined Honours options; as well as (b) Indigenous Studies Minor transition to an Indigenous Studies Major

In our Administration

- Employment Equity Manager hired to stewards the approval and implementation of Dalhousie’s new Employment Equity Policy
- Flexible Work Guidelines developed to support a progressive and accessible return to campus following the COVID-19 pandemic

ADDRESSING BARRIERS TO ADVANCEMENT AMONG OUR FACILITIES TEAMS

- Facilities Management (FM) working to understand and mitigate barriers faced by custodial and trades staff (for example, unfinished education or language barriers)
- The FM team continues to work with ISANS (Immigrant Services of Nova Scotia) on ensuring more diverse and inclusive recruitment and placement strategies

The examples above represent only a selection of the important work happening across our campuses. More information is available online.

KEY HIRES IN THE OFFICE OF VPEI

- Manager, Special Projects and Initiatives
- Senior Advisor and Manager Equity & Inclusion Data
- Expansion of Elders In Residence program, retaining Elders Coordinator and 2 Elders
- Advisor, Sexualized Violence

NARROWING EMPLOYMENT EQUTY GAPS

Overall employment equity gaps identified by the Federal Contractor’s Program (FCP) continue to decrease. Additionally, 12 of the 23 (or 52%) of the FCP employment equity gaps identified in 2020 were reduced or closed in 2021. Notably, more than half of these increases in representation were persons with disabilities.
THE OCEAN ABSORBS MORE CARBON EMISSIONS than all the world’s rainforests combined. But its role in climate change, how it can be leveraged to avert its worst consequences and how we can adapt, needs to be better understood. That will require research that Dalhousie is uniquely positioned to lead.

In addition to our proximity to the North Atlantic, the Aquatron, and world-leading ocean institutes and centres, Dalhousie offers incredible interdisciplinary collaboration. The kind that can only be found when ocean-related research is happening in almost all faculties and disciplines. Now we are planning to take that expanse of knowledge even further.

Led by Anya Waite, Associate Vice-President Research (Ocean) and Scientific Director and CEO of the Ocean Frontier Institute, a team of researchers has initiated an application to the Canada First Research Excellence Fund. This Government of Canada program is designed to transform key university research strengths into world-leading capabilities. To add even more expertise and support to the proposal, Dalhousie has partnered with researchers from Université du Québec à Rimouski, Université Laval, and Memorial University of Newfoundland.

If funded, the project will transform climate action. To start, it will provide important information about ocean carbon cycles using a global data-driven approach that hasn’t been done before. It will explore ways of mitigating carbon emissions by leveraging the ocean’s role as a natural carbon sink and harnessing its ability to generate clean energy. And it will develop just and equitable adaptation policies and tools to help put the knowledge to work in communities around the world.

This is the place to make it happen. Where the expertise of scientists who are focused on the ocean and its interaction with the air and land, meets that of computer scientists and engineers who will create the computational models, processes, and data sets necessary to inform decision-makers. All in collaboration with social scientists, legal experts, and Indigenous scholars with the skills to ensure scientific discoveries are transformed into policies that protect lives and preserve cultures.
INNOVATION AND ENTREPRENEURSHIP

DAL INNOVATES PROGRAMS UPDATE
- Launched ScientificEntrepreneur, a 12-week program for researchers who are completing a master’s, Ph.D., or Postdoc in STEM fields
- Launched Invention2Innovation Skills Training – creating an entrepreneurial mindset for scientists and engineers taking ideas to market
- Lab2Market outcomes to Dec. 31, 2021:  
  - 55 teams, 26 employees hired  
  - $1.2M raised  
  - 11 incorporated companies  
  - 11 patents filed/pending  
  - $130,000 in total sales revenue
- Ready2Launch – 9 teams graduated, raising over $1M in funding
- Minor and Certificate in I&E  
  - First cohort of students graduated in May 2022 - Minor (one student) and Certificate (six students)
- Technology & Innovation Law Clinic accepted 58 new clients and has worked with 100+ tech startup clients since March 2020
- Emera IdeaHUB  
  - 13 startup companies incubated in the BRIDGE residency program, with 52 employees  
  - 10 startups supported by the BUILD program  
  - Residents accepted to 8 additional accelerators
- Creative Destruction Lab (CDL) Atlantic  
  - Total $113M capital raised since it began in 2017  
  - Over 40 MBA students from Dal, UNB and MUN participated in the CDL course and program
- Hosted an Oceans Module in the CDL apprentice program which encourages career paths in science and technology for high school students who identify as female

MindFrame Connect  
- New program launched in fall 2021 focused on entrepreneurial resilience and creating better mentors and coaches
- DeepSense  
  - Engaged with 100+ ocean sector companies on Artificial Intelligence (AI) opportunities  
  - 8 AI projects completed, 7 new projects launched  
  - Hosted 2 hackathons engaging 420 students in the ocean sector with AI

Major Honours and Awards
- 2 new Killiam Prizes
- 1 Steacie Prize
- 3 new Royal Society Fellows
- 4 new Royal Society College Members
- 2 new Canadian Academy of Health Sciences Fellows

Commercialization and Industry Engagement
- Industry Engagement Activity: 654  
  - Patents Issued: 33, Patents Filed: 16
- Research Publications  
  - Analysis of research publications (Scival) and research funding (CAUBO) from the previous year shows:  
    - Dalhousie accounts for approximately 2.6% of U15 research funds but produces 4.0% of U15 publications  
    - Dalhousie’s number of publications per $M research funding is 21.4 – well above the U15 average (13.7)
- Research Chairs, Research Chairs at Dalhousie  
  - New & Renewed
  
  - 56 2021-22
  - 11 New & Renewed

SUCCESS RATE FOR PEER REVIEWED TRI-AGENCY FUNDING COMPETITIONS
- 20.9% for CIHR (up from 14.5% in 2020/21)
- 37.5% for NSERC (up from 32% in 2020/21)
- 60% for SSHRC (61% in 2020/21)

Strategic Action
- Performance Goals
- Activities underway
- Substantive work completed

Year-one reporting (2021-22)

3.1 Support our Research and Innovation Strategic Direction
- Advancing ocean and 13V (Infection & Immunity, Inflammation & Vaccinology) strategies
- Developing strategies for clean tech and food security
- Reviewing and refreshing the Research and Innovation Strategic Direction (by 2023)

3.2 Enhance supports for our research communities
- Appointment of our new Indigenous research facilitator
- Strategy developed to maintain and grow state-of-the-art research and research facilities
- Developing research supports in tandem with increasing opportunities

3.3 Identify and nurture new research networks
- Partnering with our office of Government and Global Relations to develop key international research partnerships
- Expanding knowledge and engagement with international research funding opportunities

3.4 Increase the number and diversity of PhD and post-doctoral scholars
- Implementing recommendations in PhD Capacity Report
- Partnering with Faculties on recruitment
- Improving visibility of research facilities for graduate student recruitment and accessibility

3.5 Expand and strengthen our linkages with industry and community partners
- Revamped Office of Commercialization and Industry Engagement to streamline partnership activities with industry
- Increasing internal and external focus on business development
- Improving partner access to research facilities

3.6 Formalize and streamline Innovation and Entrepreneurship (I&E) programming
- Expanding I&E programming to include being national lead on Mitacs Innovation strategies
- Growing Creative Destruction Lab programming
- Launching Innovation & Entrepreneurship minor

3.7 National and global university rankings
- Implementing the Ranking Strategy
- Using rankings to inform funding submissions
- Working with Communications, Marketing & Creative Services to elevate Dalhousie’s reputation and profile

3.8 Support the UN Sustainable Development Goals
- Implementing Green Labs program
- Received grant to host 17 Rooms event
- Growing awareness of sustainability initiatives

More information is available online
WHEN THE PROVINCE OF NOVA SCOTIA ANNOUNCED an investment in computer science programming last year, $13.3 million was directed to Dalhousie. Already the largest Computer Science faculty in Atlantic Canada, the task was meaningful — support an inclusive digital economy in Nova Scotia that can compete on the global stage.

Dalhousie responded with Here We Code — a collaborative movement that’s bringing businesses, industries, students, and residents of Nova Scotia together to engage in a thriving digital future.

Momentum has started to build on campus. Computer Science will hire 50 new faculty and researchers over the next five years, doubling its academic staff and bringing in more research chairs in key interdisciplinary areas such as Agriculture, Management and Health. The Faculty will also welcome more students. Plans to grow overall enrolment to 2,500 students will result in more than 400 undergraduates entering the job market per year as well as increasing the number of graduate students.

Off campus, Here We Code is already contributing to an upswell of digital innovation and opportunities. In May, we celebrated the first Here We Code month. What started as an idea developed in conversation amongst university and community partners resulted in a month-long event featuring a diverse range of digital activities across the province.

More than 1,000 attendees took part in 30 different events that encouraged youth to explore their digital interests. Throughout the month, Dalhousie partnered with social organizations that work with youth and promote opportunities in digital, including Techsploration, Ulnooweg, Black Boys Code, First Robotics, Brilliant Labs, Tribe Network, The Prep Academy, Imhotep, Hackergal, and SuperNova.

And there is more to come. From expanding capacity to inspiring youth to creating partnerships, Here We Code is building on Nova Scotia’s strong and growing digital culture. We are opening eyes to the incredible potential offered by a thriving digital economy. And we are opening doors to ensure all communities in our province can share in a prosperous future as one of Canada’s top five digital ecosystems.
ATHLETIC AND ACADEMIC SUCCESS

MACLAREN'S Ranking: Dalhousie ranked 8th, remaining in the TOP 10 medical-doctoral universities in Canada

GOVERNMENT COLLABORATION
Nova Scotia’s new provincial government was elected last summer with a mandate that prioritizes health care
- To date, Dalhousie’s contribution has included the creation of 26 new nursing seats, an initiative with Nova Scotia Health to increase capacity at Dalhousie’s Family Medicine clinics to provide 3,500 additional Nova Scotians with a health care provider
- A pilot initiative with Cape Breton University to create 5 new medical seats to support a cohort of students based in Cape Breton
- Administered $100M in provincial COVID support funding

OUR PROMISE SCHOLARS
The ILA (Imhotep Legacy Academy) partnered with Dalhousie University and TD Bank to create four-year renewable scholarships, intended to reduce the financial barrier for African Nova Scotian students pursuing studies in STEM-related fields
- $235,000: Total awarded as of September 2022
- $238,000: Total scholarships promised as of September 2022 - to be given to students between grades 7 and 11, after 2022
- 48 scholarships awarded, to date
- 10 students held the scholarship and graduated
- 11 current scholarship students at Dal
- 13 students hold promise awards for the future (still in Grades 7-11)

ENGAGED ALUMNI
906 ACTIVE ALUMNI VOLUNTEERS from 24 countries
3,936 ALUMNI DONORS from 22 countries
Welcome 1,060 NEW MEMBERS into the MACLENNAN SOCIETY, totaling over 7,500 current members
Hosted 58 IN-PERSON AND VIRTUAL EVENTS for alumni and friends, with over 8,535 registrants from 61 countries

GOVERNMENT COLLABORATION
- Development of research ethics framework that reflects the needs and concerns of African Nova Scotians
- Developing an implementation plan for the ANS Strategy
- Increasing academic programming related to African Nova Scotian history and culture

ACCESS TO HIGHER EDUCATION
- Launch of DalOpen – online access to credit courses (degree/non-degree options)
- Hands-on educational opportunities at the Agricultural Campus through community and school partnerships
- Partnership with St. Joseph’s-Alexander McKay Elementary School to provide access to athletic and recreational facilities
- Partnership with the North American Indigenous Games (July, 2023)
- Re-opening of Dal Arts Centre, including the new world-class Joseph Strug Concert Hall

4.7 Promote Nova Scotia and Canada internationally
- Development of Dalhousie international strategy
- Supporting Province’s international recruitment of health professionals
- Establishing social media channels in China
- New Manager, Global Communications & Marketing position
- Increasing Global Alumni Ambassadors
- Resuming our English in Canada short-term study program for international students

The examples above only represent a selection of the important work happening across our campuses.

More information is available online
Our students take technology for granted—and why wouldn’t they? Much of their communication is online, they find community online and they will likely spend quite a bit of their future careers online. Dalhousie’s new Digital Strategy is taking this into account as we aspire to create student experiences that are seamless and barrier-free, fully acknowledging that without taking a people-first approach, digital environments have the potential to both address and create inequities and barriers. Our Strategy will allow us to not only open doors, but also reach out into underserved communities to play our part in ensuring more equitable access to information.

Planned as a multi-phase project, the implementation will kick off with a new application portal in October, just in time for the start of the admission cycle. Future improvements include the integration of MyCreds, an online platform built by Canadian colleges and universities that acts as a national document exchange and credential wallet for students and graduates. This initiative also meets the province’s aspirations for a comprehensive digital infrastructure that supports learner mobility and workforce transitions.

The student voice is critical in these initiatives. As the pieces of the CRM project come online, they’re being assessed by a Student Advisory Board to ensure it meets student expectations. This people-first approach is key to building a digital campus that removes barriers instead of creating them. We believe that digital success should be less about technology itself and more about what technology can do for the people who work and study here. It’s about having systems and platforms that are integrated and easy to use, with relevant training and support so that every member of the Dal community can succeed.
OVER $11.7M IN MAJOR PROJECTS UNDERWAY

- The new FOUNTAIN SCHOOL OF PERFORMING ARTS and upgrades to the existing Arts Centre - 95% completion mark on a $38.5M budget. The forecasted substantial completion date is new June 30, 2022
- The HALIFAX THERMAL PLANT RENEWAL - 95% completion mark with an expected early completion of Summer 2022 on a $42.6M budget
- The AGRICULTURAL CAMPUS THERMAL PLANT continues to out perform expectations and is creating more revenue from Nova Scotia Power for the supply to grid power
- The WICKWIRE FIELD RENEWAL completed
- The DALHOUSE IEVENT CENTRE is under design and the early works package for a new parking lot has commenced
- Positive initiatives are underway in collaboration with the OFFICE OF SUSTAINABILITY TO SAVE ENERGY AND REDUCE CO2.

RECOGNITION FOR OUR INNOVATION
Dalhousie has won the prestigious 2022 International District Energy Association (IDEA) Innovation Award for their submission on the AC BioMass Thermal Plant project, titled “Utilizing Organic Rankine Cycle Technology to Improve Campus District Energy System Efficiencies”. IDEA represents over 2,400 members from more than 25 countries.

ENVIRONMENTAL SUSTAINABILITY
- Expanding work on green building and district energy, including receiving Investor Ready Energy Efficiency™ (IREE) certification, planning for deep retrofits and new construction work, and hosting study and investigation into embodied carbon and net zero planning

FACILITY RENEWAL
$900K in upgrades to teaching and learning spaces that included:
- Various projects in LIFE SCIENCES CENTRE – at a cost of $153K
- Various projects in DUNN BUILDING – at a cost of $163K
- $106K in TUPPER THEATRE C
- The balance was spent on smaller scale projects across all 4 campuses

$23.2M + RAISED IN INFRASTRUCTURE SUPPORTS including funding for the new Event Centre, the Arts Centre expansion, and a new Centre for Marine Biodiversity

$23.3M towards infrastructure that included:
- $2M enhanced RESIDENCE SPACES AND WASHROOM renewals
- $3.1M in ELECTRICAL SYSTEM renewals
- $7M for ENVELOPE renewal
- $1.3M ROOF renewal
- $6M in MECHANICAL AND PLUMBING SYSTEMS renewal
- and a host of other smaller scale projects across all 4 campuses

$7.3M + RAISED TO SUPPORT PROGRAMMING, including the IBI&M Program, Legal Aid Clinic, CDL Atlantic, and dentistry outreach clinics

$10.1M + RAISED TO SUPPORT RESEARCH in health, medicine, oceans, business, and other key areas

$13M + RAISED TO SUPPORT STUDENTS through scholarships, bursaries, awards, prizes, and emergency relief funding

PROJECTS UNDERWAY
- Determining scope of the multi-campus Master Plan and Master Campus Landscape Plan
- Construction in preparation for new Events Centre underway
- Implementing new facilities management software to improve efficiency in physical asset management, projects, and planning
- Implementing over 15 sustainability projects focusing on de-carbonization, biodiversity, natural resources conservation
- Delivered transportation demand management programs and planning efforts from employee bus pass, bike clinics, and active and accessible transportation planning
- Developing plans to expand the reach of the Agricultural Campus; committee and working groups established
- Goals and objectives of Digital Strategy finalized and aligned with Third Century Promise
- Meeting the cyber security needs for campus by implementing Multi-Factor Authentication
- Improving policies and procedures to support sustainable, transparent & effective data use
- Research and analysis of information collected during consultations underway
- Formulating major findings and recommendations from review
- Developing International Tuition Framework
- Planning underway for major fundraising campaign
- Reviewing constitution of Strategic Enrollment Management Committee
- Implementation of new Travel Claim Policy
- Planning for Benchmarking Initiative to identify opportunities for administrative efficiency and service satisfaction
- New planning cycle approved annual operating budget before start of 2022-23 fiscal year
- Conducted information sessions on a new budget model
- Establishing Budget Model Steering Committee

The examples above represent only a selection of the important work happening across our campuses. More information is available online.
It has been more than a century since Dalhousie University last taught students during a global pandemic. And back in 1918 at the onset of the “Spanish Flu”, there was no online teaching to pivot to and Dalhousie was 1/30th the size of what it is today. For every modern tool we’ve been given to deal with our modern pandemic, there have been countless complexities to match.

Which leaves, at the heart of it all, our people: the individuals and groups in our Dal community who found ways to persist, sustain and thrive in the face of unexpected challenge. We have been able to complete two full academic years under COVID’s shadow and weight, with increases to enrolment — a true testament to the dedication, commitment and creativity of our faculty, our staff and our students.

It hasn’t been easy. At times, it’s been overwhelming. But we’ve come through the pandemic to this point with much to be proud of. And what we’ve learned about ourselves, and each other, will be vital in bringing our Third Century Promise to life.
Imhotep's Legacy Academy coordinated an outreach project, teaching 900 students across Nova Scotia the science of viruses and vaccines to improve vaccine confidence among African Nova Scotian youth.

Dalhousie administered $100M in provincial COVID support funding

RESEARCH
Hundreds of Dalhousie researchers, across disciplines, met the all-encompassing challenge of COVID-19 with new, vital research. Many others were directly involved with the front-line response from Nova Scotia Health and Nova Scotia Public Health.

WORKING ON CAMPUS
Working through COVID-19 asked a great deal of our on-campus community — from custodial staff and security officers to researchers and residence staff — in addition to the challenges faced by those who worked remotely through most of the pandemic. We all had to do things differently, but we figured our way through — and, in doing so, kept our community safe.

VACCINATION
Our Dal community responded to the call to get vaccinated in truly outstanding numbers. Out of the more than 23,000 faculty, staff and students on campus during the 2021/22 academic year, 99.1% were fully vaccinated, far outpacing the public at large.

TESTING
During the fall 2021 term, more than 115,000 rapid tests were distributed through our on-campus asymptomatic rapid testing program, supported by the province. This surveillance helped identify pre-Omicron cases before they could become outbreaks, helping keep classrooms and campus spaces safe. And it was made possible by more than 800 volunteer hours from members of the Dal community.

Our most vulnerable students were supported through additional scholarships, financial aid and access to computers. Faculty members also received information on differences in cultural expectations around online learning.


TEACHING
Our academic community managed multiple transitions between learning modes, including ceasing in-person exams and returning to remote teaching during the onset of the Omicron wave. The commitment to our students and their success never wavered — and as a result, we have three incredible classes of graduates we’ll be celebrating at Convocation ceremonies this spring and summer.
Planning around Dalhousie’s Third Century Promise (TCP) began more than two years ago, with a commitment to build upon the momentum, goals, initiatives and accomplishments of Dalhousie’s previous Strategic Plan (2014-18).

As we reflect on all that we have accomplished over the past year, we know that our work is just beginning. Developing Third Century Promise involved inclusive participation across the university, and that same intentional participation will carry us through the next four years.

We also appreciate that year one of this plan occurred in the midst of a global pandemic, bringing both many challenges but also opportunities for true transformational change. As we continue to advance work as part of TCP’s implementation, we continue to reflect on the time, place, issues and opportunities of today, while also recognizing the foundational strategic imperatives that bridged us from our previous plan, and still hold true:

- A commitment to the university’s core mission of excellence in teaching and learning which underpins our strategic priorities
- Building on and reinforcing Dalhousie’s important contributions as a research-intensive university, and among the highest ranked universities in Canada
- A continued commitment to attracting talented and diverse perspectives to drive the region’s intellectual, social and economic development
- Integrating equity, diversity, inclusion and accessibility across all facets of Dalhousie and its priorities
- Gaining deeper understanding of the relationship between student experience, retention and success
- Expanding the number, scope and impact of Dalhousie’s partnerships and relationships among donors, alumni, governments, universities, our community and many other stakeholders and partners.