DALHOUSIE UNIVERSITY STRATEGIC DIRECTION 2014–2018

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What have we accomplished? Where should we focus our efforts to meet our remaining goals? What do we need to consider as we look ahead to our next phase of planning? These are some of the questions that inform our assessment as we enter the fifth and final year of Dalhousie’s planning cycle.

The fourth year of our strategic plan has been marked by inspiring successes:

• We continue to make progress in supporting student success. Our On Track programs have had a strong first full year; the programming and metrics attracted $6.5M in donor funding.
• We look forward to welcoming Dr. Katherine O’Brien, the Canada 150 Chair in Vaccinology and Global Health. Katherine is one of only seven $7M Canada 150 Chairs awarded nationally.
• We welcomed the announcement of funding success for the Ocean Supercluster application, a $300M+ initiative that brings industry, government and universities together to drive applied research and innovation to grow the ocean economy.
• We are in the midst of our Bicentennial celebrations, which included our February artistic celebration and launch event, Coast to Coast alumni bus tour, Belong Forum presentations, and more to come.
• We continue to renew our campus infrastructure. We have made significant progress in the Sexton Campus Renewal; the Agricultural Campus Learning Commons, Ruminant Animal Centre and biomass plant renewal project; and the Fitness Centre project.
While we celebrate our achievements, we know that we still have work to do. When Dalhousie’s Senate and Board of Governors approved *Inspiration and Impact* in 2014, we identified ambitious goals, with 25 priorities grouped into five areas. As we enter the final year of our plan, I am proud of the progress we have made together, and am confident that Dalhousie will continue to make progress where we face challenges.

Monitoring and reporting on our successes—and the areas that require our focused attention—is important. I am inspired by the collaboration and partnership that has been part of our achievements to date. As I like to say, no one accomplishes anything alone. Our shared successes have given us the momentum to build on these achievements, as we complete this plan and develop a new one in the coming year.

On the pages that follow, you will find a summary of our key achievements in 2017/2018. We have all played an important role in this progress, and I look forward to seeing what Dalhousie will achieve together tomorrow, and beyond.

Richard Florizone, President
IN 2013, WE EMBARKED on *100 Days of Listening*, a period of rigorous analysis and thorough consultation, which in turn resulted in a comprehensive statement of priorities, *Inspiration and Impact: Dalhousie’s Strategic Direction 2014–2018*. Our Strategic Framework (right) identified five strategic areas: three core areas of Teaching and Learning, Research, and Service, supported by Partnerships and Reputation, and Infrastructure and Support. Since then, the Dalhousie community has worked together to bring our priorities to life. Implemented under the Provost in a process geared to ensure that our academic goals drive our work and that our strategic priorities are aligned within the university’s budget, our shared efforts are targeted at maximizing collaboration and coordination across the university.

**TIMELINE**


BOARD OF GOVERNORS APPROVES STRATEGIC DIRECTION June 2014

SENATE APPROVES STRATEGIC DIRECTION May 2014. Based on *100 Days of Listening, 2014–2018* Strategic Direction developed and approved.

UNIVERSITY STRATEGIC DIRECTION PROGRESS REPORT, 2015 RELEASED June 2015

PROVOST COMMITTEE APPROVES PROJECT CHARTERS January 2015

UNIVERSITY STRATEGIC DIRECTION PROGRESS REPORT, 2016 Released June 2016


UNIVERSITY STRATEGIC DIRECTION PROGRESS REPORT, 2017 RELEASED June 2017

SENIOR ADMINISTRATION RETREAT ON MID-TERM STRATEGIC DIRECTION PROGRESS Summer 2016

UNIVERSITY STRATEGIC DIRECTION PROGRESS REPORT, 2018 RELEASED June 2018
HOW ARE WE MEASURING OUR PROGRESS?

IN INSPIRATION AND IMPACT, we set out our strategic direction for 2014–2018, establishing clear priorities required to bring Dal’s vision and mission to life. As we move forward, it is essential that we measure our progress, celebrate our achievements and, where necessary, adjust our course. This progress report provides a snapshot of our fourth year, highlighting some of Dalhousie’s significant achievements as we strive to fulfil our strategic priorities.

OUR PROGRESS • On the pages that follow, you will see a coloured progress indicator attached to each priority, along with text highlights of this year’s achievements. The progress indicator shows the status of that priority in this fourth year of our strategic direction and is a qualitative assessment of how well we fared on each priority.

YEAR OVER YEAR PROGRESS ON INDIVIDUAL PRIORITIES • As you compare this year’s progress on individual key priorities to the progress highlighted in last year’s report, you may see that some priorities that had achieved a green or yellow indicator last year have received a yellow or red indicator this year. This reflects a qualitative assessment that our accomplishments on this particular key priority have not progressed as we had hoped and acknowledges the overall progress towards our four-year goal for that priority. All priorities remain important and we are committed to a fair and accurate assessment of their current standing, based on how they have performed this year and where they stand in relation to their 2018 target.

OVERALL YEAR OVER YEAR PROGRESS • Captured below is a snapshot of the number of green, yellow and red indicators in Year 1, Year 2, Year 3 and Year 4 of Dalhousie’s Strategic Direction.

<table>
<thead>
<tr>
<th>YEAR 1</th>
<th>YEAR 2</th>
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WHAT DOES THE INDICATOR MEAN?

RED
In development

YELLOW
Gaining momentum

GREEN
Good progress
SUCCESS STORY: INVESTING IN STUDENT SUCCESS

Two years ago, data showed that Dalhousie had a retention problem: about 18 per cent of first-year students—350 students per year—were “dropping out.” While some student attrition is to be expected, Dal was performing below many of its Canadian counterparts. Even more worrisome was that the students who were leaving had similar circumstances—many came from rural communities, were the first in their family to attend university or were financially constrained. In response, Dalhousie has developed a strategy to help ensure that students have every opportunity to succeed, and the cornerstone of that strategy is the On Track program, brought to Dal with the assistance of businessman David Bissett and offered through the Bissett Student Success Centre. Designed to support students throughout their first year, On Track is a series of comprehensive and cohesive programs including Start On Track, which offers early in-person and online orientation programs, and Back On Track, available to students who have struggled in their first academic term. As well, the counselling team at the Bissett Centre work closely with partner faculties, providing one-to-one advising to first- and upper-year students in the faculties of Science and Arts & Social Sciences, as well as students from other faculties who may be struggling academically or transitioning from other programs or institutions. The On Track program, in combination with other offerings such as bursaries from the Joyce Family Foundation, residence bursaries from the J&W Murphy Foundation to enable more students to live on-campus in their first year, as well as emergency funding through the On Track Microbursary, is already starting to show results with improvements in retention among students who participate in the program.

PROMOTING RECONCILIATION IN LAW EDUCATION

When the Truth and Reconciliation Commission issued the call to law schools to do more to consider Aboriginal legal perspectives within the Canadian legal system, the Schulich School of Law listened. One step in the school’s response has been to introduce a new first-year course called Aboriginal and Indigenous Law in Context. “We have a fundamental responsibility to develop meaningful and effective ways to promote reconciliation,” says Schulich School of Law Dean Camille Cameron. “We see equality and inclusiveness as fundamental to education—especially to a legal education, which is concerned with the power of law to shape the kind of world we want to live in. As a faculty and as a university, we are deeply committed to this work, and it is one of our strategic priorities moving forward.” Professor Naiomi Metallic, Chancellor’s Chair in Aboriginal Law and Policy, and Professor Richard Devlin were instrumental in organizing the curriculum. The course, first offered in Fall 2017, garnered extremely positive student feedback, and gave students a grounding in the historic and contemporary issues facing Indigenous people, providing a foundation for their future learning about Aboriginal and Indigenous law. Even if those who take the course don’t end up practising Aboriginal or Indigenous law, it will benefit them, says Prof. Metallic. “In the various careers the students will have, they may come upon all sorts of issues that touch on Indigenous people. This course will help them become sensitive and open to those issues as lawyers.”
GOAL: ENHANCE THE TRANSFORMATIVE POWER OF TEACHING AND LEARNING: Helping support student success for those at risk of dropping out. Deepening law student understanding of Aboriginal and Indigenous perspectives. These are two key ways that Dalhousie has worked to enhance the transformative power of teaching and learning in the last year, as we strive to help students do the best that they can, and work to expand students' understanding of some of the key issues of our times.

1.1 Increase retention and degree completion
- Student Retention Initiatives: Career and academic advising have been integrated in the Bissett Student Success Centre with training for advisors on providing advising to students on career development, understanding strengths and helping students to create integrated plans. This ensures a more holistic approach to career services, including combined programming, such as Multiple Mini Interviews (MMI) for students applying to professional programs such as Medical School and Pharmacy. Integration will continue to occur, including the development of new Career On Track programming, a suite of programs (first year/advising curriculum) that includes Start On Track, Stay On Track and Back On Track.
- Back On Track program: Results of 2017/2018 pilot demonstrate an improvement in participants’ persistence. Students who completed Back On Track were retained at 81%, compared to 58% retention rate for those who were eligible but did not participate. Retention rate for program completers in FASS was 74% compared to 52% for non-completers; in Science, 91% compared to 66% for non-completers; and in Agriculture, 75% compared to 54% for non-completers.
- First- to second-year retention is 83.4%.
- First- to third-year overall retention rates are holding steady.
- Increased first-year retention in four of the direct-entry Faculties, with a 7.2% increase in first-year retention in the Faculty of Engineering; four of the direct-entry Faculties experienced a decline in first-year retention.
- FASS retention rate for first-year students continues to decline and is now below 70%. Given their large numbers, there is significant negative impact on the overall retention rate.
- Development of the first-year class for FASS intended to help with the engagement of first-year students with the Faculty, instructors and fellow students, expose students to the academic variety of the Faculty through a broad range of discipline-based lectures, work on establishing foundational FASS-based expectations and skills for academic studies and facilitate clearer degree planning, retention and degree completion.
- 14 First Year Interest Groups (FIGS) were offered in FASS or Science: 78 students registered in Science FIGS with an 87% completion rate; 70 students registered in FASS FIGS with a 100% completion rate.

1.2 Focus on strategic student recruitment based on discipline, level and diversity
- Established Strategic Enrolment Management (SEM) Steering Committee, SEM Operational Teams and SEM Plan (with well-defined enrolment targets); obtained preliminary outcomes from SEM Operating teams addressing Faculty-specific concerns.
- Implemented paperless admission process for Open House, with improved yield of student offers.
- Integrated and co-located Registrar’s Office admissions and recruitment personnel.
- Received first update of Nova Scotia public school grades electronically (NSCAT).
- Obtained recommendation for additional financial aid funding from BAC to address student demand for assistance ($500k).
- Success across target Faculties and markets, including growth in female applicants in Computer Science, indicates the benefits of intentional SEM planning and the Integrated Marketing and Recruitment Plan.
- Preliminary 2018/2019 registration statistics are strong relative to same time last year for returning students.
- Scholarships and bursaries for undergraduate students (including the NS Bursary Program) was $24.7M in 2017/2018 compared to $24.8M in 2016/2017.
- Enrolment stable at 18,846.
- Enrolment of international students increased from 18.6% in 2016/2017 to 20.4% of student body in 2017/2018.
1.3 Strengthen student experience, leadership development and additional support for our locally diverse and international students

- Approved the Health & Wellness Framework
- Sexualized Violence Policy approved by Senate
- Launched interprofessional health model including Walk-in Counselling and met ≤1-day access (same day) for mental health support and primary health care
- Year-to-date, wait time for ongoing psychological therapy significantly reduced over 2016/2017 results. The KPI established for the 2017/2018 year is ≤ 59 students. Students waiting for ongoing psychological therapy have access to same-day service through walk-in appointments in Student Health and Wellness. In the first term (September to December 2017) of operation, student wait list for ongoing therapy dropped to 24 students from 191 for the same time period the previous year.
- Graduate Student Experience Working Group identified priorities for strategic action to enhance holistic student success of graduate domestic and international students
- Student Impact awards in 39 award categories recognized 57 students and 9 student groups
- Completed $2.8M bathroom renovations in Summer 2017 and $491k renovation of 45 rooms in Chapman House (Truro)

1.4 Embark on strategic program reviews to enhance the effectiveness and student focus of our program offerings

- 10 programs received full accreditation in 2017, including UME/MD (Medicine), Continuing Professional Development (Medicine), BCD Community Design Honours (School of Planning), MPlan (School of Planning), MRI Certificate (Health)
- Internal program reviews in 2017/2018: 10 Undergraduate, 11 Master’s, 6 PhD
- Senate reviews of the Faculties of Arts and Social Sciences and Agriculture began in Fall 2017
- Dalhousie Undergraduate Medical Education Program accredited by the Committee on Accreditation of Canadian Medical Schools
- Draft Senate Policy for Faculty Reviews of Academic Programs is nearing completion. Faculty consultations have met with considerable support. The policy provides the minimum expectations (which are rigorous) for all program reviews, both undergraduate and graduate. It is being pilot-tested in Earth Sciences in Spring 2018. Complete consultations and Senate approval for implementation expected in Fall 2018.

1.5 Foster and support innovation in program development and excellence in teaching and pedagogy

- Consultation for proposed Academic Program Framework aligning with draft Senate Policy for Faculty Reviews of Academic Programs

Program Development

- New Academic Innovation Awards: 21 projects were funded for a total of $100k in addition to 7 Teaching and Learning Enhancement Grants totalling $40k through CLT
- Work integrated learning: 4,376 students (23.2% of all students) participated in more than 220 courses designed to offer structured work experience
- Further efforts to integrate academic and career development, working with ADAC and Student Affairs (Bissett Student Success Centre already integrates academic and career advising)
- Adoption of single recommended student response system for in-class use, in support of student success and consistency of practice across programs (Dalhousie currently has 5 such systems in use across various programs)
- Further consultations of the E-Learning Strategy and potential endorsement by Senate Learning & Teaching Committee
New Programs

- **New programs approved:** PhD in Agricultural Sciences, Master of Science in Business (pending MPHEC approval), BA in Cinema and Media Studies, Minor in Creative Writing
- **New programs in development:** PhD in Psychiatry, Master of Landscape Architecture, Master of Business Administration (new, combined MBA program), Medical Residency, Palliative Medicine, Medical Residency, Pediatric Radiology, Minor in Entrepreneurship and Innovation*
- **New certificate programs approved:** Certificate in Art and Visual Culture, Nursing Certificates (Acute and Critical Care; Mental Health Nursing; Oncology Nursing; Public Health Nursing), Certificate in Web and Mobile Development, Certificate in Data Analytics, Graduate Certificate in Big Text Analytics, Certificate in User Experience, Design and Evaluation
- **New certificate programs in development:** Certificate in Entrepreneurship and Innovation

*The Minor in Entrepreneurship and Innovation has been developed collaboratively by the Faculties of Management, Agriculture, Computer Science and Science, with Engineering and Sustainability developing certificates. The goal is to launch the Minor in Winter 2019.

Teaching and Pedagogy

- A program portfolio approach has been initiated for all Science undergraduate programs called “Science For”
- Dal’s principal expert in experiential learning, Dr. Jenny Baechler, has been hired to work with FASS faculty and others to expand experiential learning across FASS undergraduate programming
- Hired a Senior Educational Developer, Diversity and Inclusivity in CLT, a position that will allow the university to increase support for diversity-related initiatives with instructors and academic programs across the campus
- Lecture Capture was made available in 18 classrooms and used in 42 classes, which have a total enrolment of 8,832
- Hosted 22nd annual Conference on University Teaching and Learning (DCUTL) (May 2018), with the theme “Exploring the Future(s) of Higher Education: Supporting Inclusive Teaching Excellence”
- CLT launched (with ~40 faculty/instructors already signed up to participate) new Faculty Certificate in Teaching and Learning
- Dalhousie Teaching award recipients included Dr. Alison Thompson (Chemistry); the First Year Chemistry Program, Department of Chemistry; Gaia Aish (Chemistry); Stuart Carson (Department of Math and Statistics); Madeleine McKay (Health Promotion), Kirsten Jones (Chemistry) and Phillip Joy (Health Promotion)
- Scholarship of Teaching and Learning Grants: 7 grant recipients; Teaching and Learning Enhancement Grants: 6 recipients; Change One Thing Challenge: 2 recipients

**KEY PERFORMANCE INDICATORS** - We are presenting selected graphs that represent key performance indicators. These are priority areas of focus and reflect the progress we are making and the work we need to continue to do.

1.0 TEACHING AND LEARNING — ENROLMENT


<table>
<thead>
<tr>
<th>Year</th>
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<th>International</th>
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<tr>
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<td>18,440</td>
<td>2,676</td>
</tr>
<tr>
<td>2014</td>
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<td>2,984</td>
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<td>2016</td>
<td>18,824</td>
<td>3,506</td>
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<tr>
<td>2017</td>
<td>18,846</td>
<td>3,843</td>
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Dalhousie has experienced a modest growth in enrolment over the last 5 years with the help of increased international student enrolment. International students now make up about 20% of Dalhousie’s student population.
1.0 TEACHING AND LEARNING — RETENTION

First- to second-year retention of new from high school students by Faculty (2013–2016)

![Retention Chart]

- Increased first-year retention in 4 of the direct-entry Faculties.
- 7.2% increase in first-year retention in the Faculty of Engineering.

1.0 TEACHING AND LEARNING — NEW PROGRAMS AND MAJOR MODIFICATIONS


![Program Changes Chart]

- Development and modification of programs is an indicator of Dalhousie's commitment to continuous improvement in teaching and learning.
- Dalhousie's program developments include innovations in content, teaching methods and modes of delivery.
SUCCESS STORY: RECRUITING A WORLD-LEADING VACCINOLOGY RESEARCHER

For Dr. Katherine O’Brien, the time was right and the conditions ideal for a move back to the country where she was raised and educated. The world-renowned researcher in the field of international health, vaccines and epidemiology is making the move to Dalhousie from Johns Hopkins Bloomberg School of Public Health, as the Canada 150 Research Chair in Vaccinology and Global Health at Dalhousie. Dr. O’Brien is one of only seven $7M Canada 150 Research Chairs awarded. Created in celebration of Canada’s 150th anniversary, the Canada 150 Research Chair Program offered one-time funding to attract the world’s most talented researchers and scholars, including Canadian expatriates such as Dr. O’Brien, to Canadian universities.

“Dr. O’Brien will have a substantial impact on the way we look at global health and vaccinology research, and we are thrilled to be able to welcome her to the Dalhousie community,” said Dr. Alice Aiken, vice-president research at Dalhousie, at the time of the announcement. “The Canada 150 Research Chairs Program has provided institutions like Dalhousie with a significant opportunity to bring some of the world’s best researchers to Canada.”

And it is an opportunity that aligns well with Dalhousie’s strategic priorities around attracting resources to priority research areas of national and international importance, and attracting and retaining outstanding academics.

Dr. O’Brien will be conducting clinical, epidemiologic and policy based research, testing innovations in vaccine use, access and delivery, and generating evidence on the value of vaccines to inform vaccine policy decision-making domestically and internationally. Trained as a pediatric infectious disease physician, epidemiologist and vaccinologist, Dr. O’Brien has a BSc in chemistry from the University of Toronto, an MD from McGill and an MPH from Johns Hopkins Bloomberg School of Public Health. She completed her training at the U.S. Centers for Disease Control and Prevention as an epidemic intelligence officer, in the Respiratory Diseases Branch.

“Canada’s global health vision, leadership and contributions are increasingly important,” says Dr. O’Brien. “There is no better time and no better opportunity to step forward and bring my 30 years of experience in vaccines and global health back to Canada where I was raised and educated. Knowing that Dalhousie and its Canadian Centre for Vaccinology deeply value collaborations makes this a great fit of impactful work in global health.”

“Recruiting a world-class scientist like Dr. O’Brien will be fantastic for research at Dalhousie,” says Dr. David Anderson, dean of Dalhousie’s Faculty of Medicine. “Her expertise in global health and vaccine research will provide growth and direction to a very important field of research.”
**GOAL: EXPAND THE OPPORTUNITIES FOR RESEARCH, SCHOLARLY AND ARTISTIC WORK**  
The ability to recruit top talent is both a reflection of and a contributor to a university’s reputation for research and scholarly work. With support from the Canadian government’s Canada 150 Research Chair program, Dalhousie was well-positioned to successfully attract one of the world’s top vaccinology researchers, Dr. Katherine O’Brien.

2.1 Direct and attract resources to priority research areas, with local, national and international importance

- In 2017/2018, Dalhousie had research grants/awards totaling approximately $156M compared to $136.9M in 2016/2017
- Number of applications for Tri-Agency funding competitions for 2016/2017 to 2017/2018: applications increased from 80 to 85 for NSERC Discovery Grants; decreased from 182 (2 competitions) to 86 (1 competition) for CIHR Project Grants; and decreased from 23 to 20 for SSHRC Insight Grants
- Ranked 3rd in U15 in industry funding intensity; 7th in U15 in Tri-Agency funding intensity
- Nova Scotia Integrated Health Research and Innovation Strategy (IHRIS) – Dalhousie convened a partnership with Nova Scotia Health Authority (NSHA), IWK, NSHA Research Fund, Nova Scotia Department of Labour and Advanced Education, Nova Scotia Department of Health and Wellness, Nova Scotia Department of Business, NSCC, health philanthropic consortium and other universities in the province doing health research to build a framework to allow Nova Scotia to address the most pressing health problems in a collaborative integrated health partnership

**Major Research Project Awards**
- DeepSense ocean data analytics project, led by the Faculty of Computer Science, brings together data and ocean scientists with industry partners to develop commercially useful predictive models, analytical prototypes and applications for use in the blue economy; $28M in federal, provincial and private partner (IBM) funding
- Dr. Katherine O’Brien – Canada 150 Chair in Vaccinology and Global Health $7M
- Dr. Alison Thompson, Chemistry – NSERC Collaborative Research and Training Experience (CREATE) Program in BioActives $1.65M
- Dr. Rob Jamieson, Civil & Resource Engineering – NSERC CREATE Program in Aquatic Systems Professional and Industrial training for the Restoration Economy (ASPIRE) $1.65M
- CFI Innovation Fund – Dalhousie researchers awarded $22M in CFI-IF awards ($11M CFI/$11M NSRIT) in collaborative team projects, including Dr. Mladen Nedimovic, Faculty of Science; Dr. Paul Bishop and Dr. Stephen Corbin, Faculty of Engineering; Dr. Roy Duncan and Dr. Craig McCormick, Faculty of Medicine; and Dr. Sara Iverson, Ocean Tracking Network, Faculty of Science
- CIHR Project Grants $7.7M
- NSERC Discovery Grants totalled almost $7.5M

**Major Research Funding Proposals Prepared**
- Institutional awards:
  - Canada 150 Research Chairs:
    - 2 @ $7M over 7 years, 2 @ $2.45M over 7 years
  - Tri-Agency:
    - SSHRC Partnership Grant, Letter of Intent (LOI):
      - 2 LOIs submitted, results pending
      - Value: $2.5M
Tracking of Research Performance

- Analysis of trend of research awards by major source reveals:
  - decline in total Tri-Agency funding
  - opportunities for growth in not-for-profit and business/industry funding
  - growth in government funding (primarily federal/provincial)
- Analysis of research publications (Scival) and research funding from previous year (CAUBO) shows:
  - Dalhousie accounts for approximately 2.5% of U15 research funds but produces 3.9% of U15 publications
  - Dalhousie’s number of publications per $M research funding is above the U15 average and generally outpaces the U15 average over the past three years
  - Success rate for Dalhousie researchers in peer-reviewed Tri-Agency funding competitions has varied: 62% for NSERC (compared to 71% in 2016/2017); 12.8% for CIHR (compared to 10% in 2016/2017); and 55% for SSHRC (compared to 39% in 2016/2017)

2.2 Attract and retain outstanding academics

Canada Research Chairs (CRC) Program

- 5 new Tier 2 CRCs began their first award period (4 are new hires to Dalhousie), 3 Tier 1 CRCs were renewed. CRC did a correction of allocations to each of the Tri-Agencies and as a result, Dalhousie lost 1 NSERC Tier 1 CRC and 2 NSERC Tier 2 CRCs. However, since these positions were unfilled, the university did not lose people. Dalhousie did gain 1 SSHRC Tier 1 CRC and 1 Tier 2 SSHRC CRC. Both positions are in the process of being filled.
- Dalhousie developed two documents on Equity, Diversity and Inclusion related to the Canada Research Chairs Program:
  1. Equity, Diversity and Inclusion Public Accountability and Transparency Requirements
  2. Equity, Diversity and Inclusion Action Plan
- Dalhousie confirms its commitment to the Equity, Diversity and Inclusion Action Plan set out for the Canada Research Chairs Program by the Federal Government and has implemented approaches to ensure all hiring competitions are attracting a diverse group of candidates. For CRCs, the university currently meets or exceeds targets for women and Aboriginal peoples.

NSERC Industrial Research Chairs

- Dr. Stephen Corbin’s NSERC/Pratt and Whitney Canada Industrial Research Chair in Structural Brazing and Processing of Powder Metallurgy Superalloys was renewed for a new five-year term (April 2017 to March 2022)
- Dr. Graham Gagnon’s NSERC/Halifax Regional Water Commission Industrial Research Chair in Water Quality & Treatment was renewed for a new five-year term (April 2017 to March 2022)

2.3 Attract and support excellent graduate students and postdoctoral fellows to strengthen the impact of research

- Faculty of Graduate Studies awarded $28.5M in scholarships and bursaries (including the NS Bursary Program) to students in 2017/2018 compared to $27.4M in 2016/2017
- Dalhousie has 132 post-doctoral fellows as of 2017/2018, compared to 130 in 2016/2017
- Formation of Pan-university Research Student Recruitment Committee: As recommended by the ad hoc Graduate Student Recruitment Committee (see Progress Report 2017), a university-wide committee was struck to enhance graduate student recruitment
- Appointment of Part-time Communication and Marketing Advisor to create a communication plan and overhaul FGS website
- Three postdoctoral fellowships established: the Donald Hill Family Postdoctoral Fellowships in Medicine, Arts and Social Sciences, and Computer Science are supported by a generous donation from Dr. Donald Hill, a Dal alum, and will provide $55,000/year for up to three years for each Fellow
2.4 Foster undergraduate research

- Academic Innovation-funded projects in this period funded undergraduate research through Dr. Amy Bombay (Psychiatry and Nursing), Dr. Mona Holmlund (History and FSPA) and Dr. Allison Schmidt (Science)
- Multi-year Academic Innovation funding is strategically enhancing course evolution for undergraduate research development

2.5 Enhance research with state-of-the-art facilities and resources driven by the Institutional Framework for the Support of Research

Major Research Awards and Prizes

- Dr. Julia Wright inducted as a Fellow of the Royal Society of Canada
- Dr. Michael Dunbar and Dr. Janice Graham inducted as Fellows of the Canadian Academy of Health Sciences
- Dr. Jeffrey Hutchings, A.G. Huntsman Award for Excellence in Marine Sciences
- Dr. Josef Zwanziger awarded the 2017 John C. Polanyi Award and the 2018 E. W. R. Steacie Award and Dr. Erin Johnson awarded the 2018 Tom Ziegler Award by the Canadian Society of Chemistry
- Dr. Marsha Campbell-Yeo inducted as a Member of the Royal Society of Canada College of New Scholars, Artists and Scientists
- Dr. Erin Johnson awarded the Dirac Medal by the World Association of Theoretical and Computational Chemists
- Dr. Noni MacDonald awarded IPPH Trailblazer Award by Canadian Institutes of Health Research
- Dr. Christine Chambers awarded 2018 Mentorship Award and Dr. Natalie Rosen awarded 2018 Early Career Award by the Canadian Pain Society
- Dr. Peter Allen named to Discovery Awards Hall of Fame
- Dr. Ghada Koleilat named Discovery Awards Emerging Professional
- Densitas Inc. (Mohamed Abdolell) awarded Discovery Awards Innovation prize

Research Facilities and Processes

- Currently beta testing the Research Services’ ROMEO Researcher Portal, which will be used by Dalhousie researchers to electronically submit research applications and award documents
- Completed a business process mapping exercise for Research Services to inform how research administrative processes including document handling can be streamlined
- Surveyed the Dalhousie research community, including all faculty members, for feedback on Research Services including effectiveness, efficiency and areas for further development
- Conducted an external review of Research Services with research community stakeholders to better understand researcher challenges and areas in which the office needs to improve
- Created new institutional research awards (President’s Research Excellence Awards) to recognize early career research faculty as well as topical, high-impact research
- Established a Responsible Conduct of Research (RCR) Facilitator to assess existing RCR resources and supports at Dalhousie, and identify (or develop as needed) additional educational tools for promotion in subsequent outreach sessions

**KEY PERFORMANCE INDICATORS**  - We are presenting selected graphs that represent key performance indicators. These are priority areas of focus and reflect the progress we are making and the work we need to continue to do.
2.0 RESEARCH — INCOME

Major sources of research awards (2014–2018)

Analysis shows significant increase in both Tri-Agency+ and government funding.

2.0 RESEARCH — INSTITUTIONAL FRAMEWORK FOR THE SUPPORT OF RESEARCH (IFSR)

Success Rate in select Tri-Agency Competitions (2014–2018)

Strengthening our performance in Tri-Agency competitions remains a priority.

2.0 RESEARCH — IMPACT

Publications per million dollars of research funding (2012–2016)

Dalhousie continues to outpace the U15 average in publications per million dollars of research.
SUCCESS STORY: TWO VERY DIFFERENT INITIATIVES, ONE CORE VALUE. While on the surface, the Ocean Supercluster and the Creative Destruction Lab-Atlantic seem to have little in common, at their hearts, both are about entrepreneurship. And Dalhousie is a key partner in both endeavours.

The Ocean Supercluster was one of five successful Canadian initiatives to attract substantial federal funding to match private-sector investment in a proposed new approach to fostering innovation and economic growth in Canada. The result will see hundreds of millions of new dollars invested in ocean-related research and development and commercialization. Dalhousie is one of the supercluster’s founding post-secondary partners. More than 70 organizations have committed more than $300M in cash and in-kind investments as part of the proposal. Companies from different ocean sectors—including fisheries, renewable energy, aquaculture, oil and gas, shipping and defense—will co-invest to adopt and commercialize technologies to solve shared challenges. Dal and other universities are critical to the supercluster’s success, as universities are the key suppliers of talent, perform research and development and offer state-of-the-art facilities.

Dal played a key role in the development of the proposal. “As one of the world’s leading ocean universities, Dal will be a key collaborator in the supercluster,” said Dalhousie President Richard Florizone at the time of the announcement, noting the skills and talent coming out of the Ocean Frontier Institute, MEOPAR and the Ocean Tracking Network among other Dal-based research networks. The supercluster is expected to intensify the amount of private-sector, ocean-related R&D in key areas, and to result in improved sustainability outcomes.

The supercluster will be managed by a newly incorporated not-for-profit entity under the direction of a board of directors including representatives from the investing companies and other partners. A partnership of a different sort is behind the launch of the Atlantic offshoot of Creative Destruction Lab (CDL). Dal’s Rowe School of Business will serve as the hub for the offshoot of the CDL program, which is based at the University of Toronto’s Rotman School of Management. Like the Toronto program, CDL-Atlantic will provide startups with access to a powerful network of accomplished entrepreneurs and investors through a nine-month, milestone-based mentoring program. Mentors in the program in the past have included the founders of WIND Mobile, Kik and Kobo, as well as companies that have sold to tech giants such as Microsoft and Amazon.

Halifax-based Volta Labs CEO Jesse Rodgers, who was the founding director of the Rotman CDL program, will now serve as a regional leader in CDL-Atlantic. He says that Dal is a natural partner for the program. “It’s the top research school in Atlantic Canada, and throw in the massive investments into ocean research happening there and it makes so much sense,” he says.

A similar offshoot of CDL launched in 2017 in Vancouver at the University of British Columbia. Since launching in Toronto in 2012, CDL companies have generated more than $1 billion in equity value. “We are thrilled to join such a strong network of universities and business schools,” says Sylvain Charlebois, dean of Dal’s Faculty of Management. “Knowledge sharing is so critical to an innovation and entrepreneurship ecosystem. Our economy will reap significant benefits from this partnership.”
GOAL: CATALYZE THE INTELLECTUAL, SOCIAL AND ECONOMIC DEVELOPMENT OF OUR COMMUNITIES
One of the key priorities under the Service pillar reflects the role Dalhousie can play in fostering innovation and entrepreneurship, thereby contributing to the economic vitality of our region and beyond. Dalhousie is uniquely positioned to bring together a wide range of partners for such initiatives, and to provide opportunities for emerging businesses to benefit from an environment in which collaboration and knowledge-sharing thrive.

3.1 Contribute to cultural and economic vitality, locally and globally, by fostering creativity, innovation and entrepreneurship

Experiential and Work Integrated Learning
- Opportunity for innovative experiential learning within the new Minor in Creative Writing
- Co-ops: 3% annual growth in co-op work terms since last year, to 2,021 in total
- 100% of students have access to Experiential Learning
- 23.2% of students participated in Work Integrated Learning in 2017/2018, up from 22.7% in 2016/2017

Sandboxes
- Idea Sandbox: A total of 684 students participated in seminars, 200 in workshops and 16 in the bootcamp program; 9 faculty and 2 industry seminars; 4 faculty workshops; $70k in direct student funding for projects
- ShiftKey Labs: 1,007 students participated in 42 ShiftKey Labs events in 2017/2018, with 1 new incorporated business launched (Integrated HACCP Solutions) and 7 teams in active support; 3 hackathons held in 2017/2018 with 129 total participants
- Cultiv8: 2,845 attendees at 62 events, with 72 students in weekly events; 86 student projects resulted in 26 pitches at Cultiv8 competitions earning prize winnings of over $10k; more than 70 high school, junior high and elementary students participated

Entrepreneurship
- The Creative Destruction Lab-Atlantic (CDL-Atlantic) launched, based out of Rowe School of Business, to connect the most successful entrepreneurs and business leaders in Atlantic Canada to mentor the most promising science- and technology-based startups in the region through a 9-month objectives-based program. 28 companies participated at launch, through the program have raised $4M after 4 meetings this year.
- Norman Newman Centre for Entrepreneurship held over 85 events with 10,970 interactions with students, researchers and members of the community
- 9 creativity, innovation and entrepreneurship courses offered; 416 students

Innovation Spaces
- Two additional sandboxes being brought online this fiscal year: Ocean Sandbox (to be located in LSC and led by Faculty of Science in collaboration with Ocean Frontier Institute) and Health Sandbox
- Dalhousie University is a founding member of the Centre for Ocean Ventures and Entrepreneurship (COVE), which will be home to the Ocean Tracking Network’s Glider program and to the R&D enterprises of a large number of SMEs involved in ocean science and technology

Commercialization of Research
- In 2017/2018, Industry Liaison and Innovation Office supported 331 research and service agreements (from 458 in 2016/2017), 36 patent filings (from 42), 4 technology licenses (down from 10) and 52 startups (up from 44)
- Dal undertook 88% of industry-supported research in Nova Scotia with post-secondary institutions

Leadership and Collaboration
- The Massachusetts Institute of Technology Regional Entrepreneurship Accelerator Program (MIT REAP), a capstone global initiative for jurisdictions to develop and implement ecosystems focused on innovation-driven entrepreneurship, is completing its final workshop in June 2018. Among the successful outcomes was the mobilization of the team to identify and advance the successful Ocean Supercluster application, a $300M+ initiative that brings industry, government and universities together to drive applied research and innovation to grow the ocean economy. The university will continue to work with REAP partners from around the world.
3.2/3.3 Promote a culture of service and engagement by maximizing the opportunities for students, faculty and staff to contribute to community both inside and outside of the university

Community Clinics
- School of Social Work clinic provided 161 clients in-clinic or phone support since April 2017, and provided work experience for 61 social work students as well as more than 28 students from other disciplines (Occupational Therapy, Pharmacy, Medicine and Management).
- In 2017, Dalhousie Legal Aid Service opened 362 new client files and 8 new community files and took 430 calls through the telelinks program as well as 378 calls through our tenant rights program; receptionists referred 1,096 callers to private lawyers, Legal Information Society of Nova Scotia, Nova Scotia Legal Aid and Dal’s tenant rights project.
- In 2017, 211 Dentistry and Dental Hygiene students completed 21,287 appointments in the Faculty’s dentistry clinics on and off campus.

Community Outreach
- The Dalhousie Agricultural Campus MacRae Library’s Seed Library has 184 registered users and lent 347 seed packets in the last year, with approximately 5,205 seeds introduced into the community; staff continued to provide expertise and collaboration with seed libraries around the country working with such national and regional organizations such as Seeds of Diversity, Bauta Family Initiative on Canadian Seed Security and the Atlantic Canadian Organic Regional Network, and provided programming for the provincial exhibition 150 Years of Innovation in Agriculture, Canada’s Agriculture Day, Seedy Saturday, local schools and youth camps, engaging with over 1,000 people at various events.
- The Dalhousie community donated, fundraised and supported a number of community initiatives, including $152k raised for United Way; student-led fundraisers such as the Movember initiative raising over $60k and Five Days for the Homeless raising over $17k for Phoenix House. Professor Laura Cumming supervised a group of undergraduate business students in the Income Tax Clinic to help students and needy members of the community complete income tax returns, including residents of Adsum House and Laing House.
- Dalhousie University emergency bursary program for students launched by family gift from Dalhousie University President Richard Florizone and Dr. Mona Holmlund. The microbursary will be administered through Dalhousie’s Student Affairs and will combine timely financial aid with the university’s On Track program, Dalhousie’s student success and retention program. Students will be able to access the emergency funding starting in September 2018.
- Dalhousie launched a Building Community series with an employment conference for job ready new Canadians in 2017 and will host a Day of Active Learning for elementary students in 2018.

Youth Programs
- Dalhousie’s Supernova program offered classroom workshops, clubs, events and 63 summer on-campus camp programs for youth interested in science, engineering, technology and mathematics (STEM), with an overall registration increase to 944 (up from 778 in 2017).
- The Imhotep’s Legacy Academy (ILA) programs foster interest in STEM among students of African heritage in Grades 6 to 12 and continues its growing influence with 450 participants in 2017/2018 so far. It has increased enrolment in after-school, FIRST Lego League and tutoring programs. ILA has started a new coding program involving 18 students. At least 30 ILA graduates are students at Dalhousie with at least 29 other ILA graduates enrolled at other universities and colleges.
- Each Summer, Dalhousie welcomes 54 exceptional high school students from across the country to the month-long SHAD summer program. University-level academic content with a STEAM+innovation focus is provided by Dal faculty, staff and students, an essential element of this transformational program.
- The Faculty of Medicine’s Indigenous Health Program offered the first March Break camp to 12 Indigenous youth from the HRM from March 12-16, with funding through the ongoing partnership with the Johnson Scholarship Foundation.
- PLANS (Promoting Leadership in health for African Nova Scotians) program hosts a health science summer camp providing an interactive opportunity to learn about health programs, career pathways and post-secondary life and has seen 31 of its health science camp alumni graduate high school and 24 enrol in a post-secondary program with 18 in a health or science program. Six medical students of African descent graduated from Dalhousie Medicine in 2017.
Volunteerism
- 1 U SPORTS Community Service Award winner recognized as an exceptional student for efforts in combining athletics, academics and community service
- 275 student varsity athletes spent more than 4,000 hours volunteering with a range of community groups in 2017/2018
- The Dalhousie community contributed almost 5,200 hours of volunteerism to the campus and local communities during the Year of Belonging Days of Action initiative
- We have 127 alumni who have registered as willing to volunteer and 90 active alumni volunteers who are involved in meaningful roles to support students, engagement and the mission of the university

**KEY PERFORMANCE INDICATORS**
- We are presenting selected graphs that represent key performance indicators. These are priority areas of focus and reflect the progress we are making and the work we need to continue to do.

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**CREATIVITY, INNOVATION AND ENTREPRENEURSHIP (CIE)**

**NINE ENTREPRENEURSHIP COURSES WITH 416 STUDENTS**

**3% ANNUAL GROWTH IN CO-OP WORK TERMS & STUDENT PLACEMENTS**

**WORK INTEGRATED LEARNING: 4,376 STUDENTS PARTICIPATED IN MORE THAN 220 COURSES**

**LEADERSHIP & COLLABORATION**

**OCEAN SUPERCLUSTER**

$300M+

**BRINGS INDUSTRY, GOVERNMENT AND UNIVERSITIES TOGETHER TO DRIVE APPLIED RESEARCH AND INNOVATION TO GROW THE OCEAN ECONOMY**

**EXPERIENTIAL AND WORK INTEGRATED LEARNING**

**SANDBOXES**

**IDEA SANDBOX 900 PARTICIPANTS**

**CULTIV8 2,845 ATTENDEES AT 62 EVENTS**

**SHIFTKEY LABS 1,007 PARTICIPANTS IN 42 EVENTS 7 TEAMS IN ACTIVE SUPPORT**

**INNOVATIVE SPACES**

**FOUNDING MEMBER OF COVE CENTRE FOR OCEAN VENTURES AND ENTREPRENEURSHIP**

**COMMERCIALIZATION OF RESEARCH**

**331 & SERVICE AGREEMENTS**

**10,970 INTERACTIONS WITH STUDENTS, RESEARCHERS AND COMMUNITY**

**ENTREPRENEURSHIP**

**CREATIVE DESTRUCTION LAB-ATLANTIC 64 FOUNDERS**

**$4M RAISED BY COMPANIES**

**28 VENTURES ADMITTED**

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**ANNUAL GROWTH IN CO-OP WORK TERMS & STUDENT PLACEMENTS**

**WORK INTEGRATED LEARNING: 4,376 STUDENTS PARTICIPATED IN MORE THAN 220 COURSES**
SUCCESS STORY: DAL’S NEXT CENTURY

As Parliamentary Poet Laureate George Elliott Clarke stepped into the spotlight at the microphone at the Rebecca Cohn Theatre, the capacity crowd hushed. Clarke drew a breath, and then seemed to expand, his voice, his words and his personality filling the auditorium as he launched into an electric performance of excerpts from the epic commissioned poem he had penned to commemorate 200 years of Dalhousie University’s history. Clarke wasn’t alone in dazzling the audience that February, 2018 day: Fountain School of Performing Arts students, the Mi’kmak drumming group Eastern Eagle, spoken word poet shalan joudry, African Nova Scotian drumming group Drummers from Home and others shared the stage in an opening ceremony launching Dal’s anniversary year. It also featured the first public performance of The Eagle and Shield, a new convocation anthem composed by Nova Scotia Music Award nominee and Dal alumnus Paul St-Amand, performed by the Maritime Brass Quintet. It was a performance designed to demonstrate the history, transformation and vision of the university in an unexpected yet memorable manner using art, music, poetry and storytelling.

The Bicentennial Launch was just one of dozens of events and activities slated to take place in Dal’s 200th anniversary year—yes, a celebration of the university and its past, but more importantly, an opportunity to recognize the partnerships, relationships and communities essential to Dal’s past and future, and a chance to forge a vision of Dalhousie’s future, through shared conversations, celebrations and activities. Those celebrations included the production of 52 stories and videos about Dal Originals, people who inspired, provoked or changed our world; a speakers’ program on the theme of belonging, featuring guests such as Buffy Saint-Marie, Craig Steven Wilder, Mark Tewksbury and others; the Dal Bus traveling from coast to coast for alumni receptions, school visits and more; a coffee table pictorial celebration of Dalhousie featuring Clarke’s poem; and more. And, this September, Dal will host its biggest Homecoming ever.

The events and activities are an opportunity for the university community to come together, but they are also a chance for Dalhousie to be seen and heard, a chance to tell the story of the university’s accomplishments to audiences established and new. It’s perhaps fitting, then, that George Elliott Clarke’s poem garnered attention in Canada’s national newspaper, The Globe and Mail, in a piece that focused on the power of his poetry, and Clarke’s personal connection to the university that, as the piece put it, “transformed him….It was at Dalhousie that Dr. Clarke began the journey to who he is today: one of the country’s foremost literary critics, particularly of the work of African-Canadian writers, and a poet as well known for the cadence and power of his voice as for his ability to weave political and personal narratives into new social histories.” A journey of transformation: what better way to view a university’s impact on its students, its own history, and its influence on the community to which it is connected and through which it is sustained?
GOAL: TAKE OUR PLACE NATIONALLY AND INTERNATIONALLY  From the “little college by the sea” to a world-class educational leader with an international reputation, Dalhousie University has been much transformed in its first 200 years. Now, as the university looks ahead to its next century, we consider what impact we can have in continuing to work to transform our community, our region and our world for the better.

G 4.1 Foster and support key external partnerships and relationships with alumni, other universities, governments, businesses and NGOs

- International partnerships: 40 new partnerships (including 20 renewals) in 21 countries; due to closing of inactive agreements, there were a total of 253 active agreements in 2017/2018, down from 317 in 2016/2017
- Support for increased international learning experiences: $100k was designated to support participation in short-term international learning experiences over two years, with $22,300 disbursed in February-March 2018 to 18 students across 6 faculties
- Alumni engagement: Dalhousie’s 200th anniversary is being leveraged to increase connection to alumni, donors and friends through unique engagement initiatives and communication such as the Coast to Coast tour to 12 cities across Canada (featuring a Dal branded bus); the launch of a robust alumni benefits card; and the refresh of all central and faculty alumni sites and communication platforms
- Actively engaged with 86.5% of Dalhousie’s 135k plus alumni
- Dalhousie has established strategic partnerships with institutions that are members of the Russell Group (UK), Australia G8, League of European Research Universities (LERU) and C9 Ivy League in China in the following areas: Agriculture/Aquaculture; Computer Science; Engineering; Health Sciences; Management; Science (Economics); Maths & Stats; Ocean Sciences/Environmental Sciences

G 4.2 Strengthen the recognition for our academic excellence and reputation at national and international levels

Faculty Awards/Excellence
- FASS Dean Dr. Frank Harvey was awarded distinguished Fulbright Research Chair at Yale
- Dal Medicine professors Dr. Patrick McGrath and Dr. Patricia Lingley-Pottie winners of Governor General’s Innovation Award for unique distance service delivery system
- Dr. Martha Crago and Dr. Jocelyn Downie awarded the Order of Canada
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- Dr. Taghrid Abou Hassan received the Order of the French Academic Palms
- Dr. Nur Zincir-Heywood received Digital Diversity Award from Digital Nova Scotia
- Dr. Anne-Marie Ryan winner of educational leadership award from the Association of Atlantic Universities

Student Leadership/Scholarship/Awards
- Nayani Jensen named Dal’s 91st Rhodes Scholar
- 2018 Governors’ Award Winners included Yaser Alkayale, Computer Science; Leah Carrier, Nursing; Jeremy Stroud, International Food Business; Martha Paynter, Nursing (PhD); Jocelyn Downie, Psychiatry Research (Master’s)
- Dal’s top co-op students of the year included Christian Thomas, Commerce; Karolyn Long, Science; Eric Desjardins, Informatics; Christine Gaudet, Engineering; Aaron Szeto, Architecture; and Craig Dedels, Planning
- Schulich School of Law team won national IP Law Moot
- Queen Elizabeth II Scholars included Beatrix Yuan, Kelly Lucas, Noah Eisner, Jennifer Greene, Genevieve Renaud-Byrne and Justine Dol
- Dal PhD candidate Simon Gebremeskel among elite young scientists nominated to attend Lindau Nobel Laureate Meeting
- Three Dal graduate students were are among the 2017 recipients of the Vanier Canada Graduate Scholarships: Allison Chua, Oceanography; Hansen Johnson, Oceanography; and Timothy Disher, Nursing
- Dal students claim two of 10 2017 3M Student Fellowships: Bai Bintou Kaira, Chemical Engineering and Anika Riope, Theatre and Environment, Sustainability and Society
- Martha Paynter, 2018 SLTHE 3M National Student Fellow
- 99 new Academic All Canadians, including Anna Dunn-Suen being named a Top 8 Academic All Canadian nationally
Media Coverage
- An increase in media coverage resulted in overall media mentions for Dalhousie increasing by 5.4% from 26k in 2016/2017 to over 27k in 2017/2018, with the biggest story drivers being Dalhousie’s involvement in capturing a global fishing footprint through Global Fishing Watch, the release of Canada’s Food Price Report 2018 and the shortlisting announcement of the Ocean Supercluster by the Government of Canada.
- Successful multi-channel launch of Dalhousie’s 200th anniversary, which has served as a reputation building platform, generating positive media coverage, full event attendance across the country and internal/external engagement. For example, each Dal Original video gets over 2,000 views per week with an average total reach of almost 87,000.
- Social media has seen a 9% increase in Facebook and 32% increase in Instagram, where we reached a 10k follower milestone.

4.3 Develop a plan to secure and maintain top 200 status
- Dal ranked 251-300 in Times Higher Education (THE) World University Rankings (consistent with previous release); and ranked 279 in Quacquarelli Symonds World University Rankings (QS) (283 last year).
- Dal ranks amongst the world’s elite institutions in 14 subjects in QS World University Rankings by Subject.
- Dalhousie appears in the top 200 rankings in 6 subject areas (down from 9 last year), including Earth and Marine Sciences, where Dal ranks in the top 100 universities worldwide.
- Schulich School of Law ranked among the Top 100 Law Schools in the world for the first time (Times Higher Education).
- Analysis of ranking systems and factors influencing rankings in progress.

4.4 Prepare for Dalhousie’s 200th Anniversary in 2018
- Successful multi-channel launch of 200th anniversary (events, promotion, advertising, social).
- Depth and breadth of 200th programming aligned with and supporting strategic priorities.
- Successful production of the Bicentennial Launch in February 2018, attracting 1,000 guests to the Cohn for an artistic celebration to set the tone for Dal’s 200th anniversary year.
- 200th anniversary getting significant coverage in media and reputation tracking.
- 200th media sponsorship valued at more than $1M.
- Outstanding participation and engagement of key audiences.
- 200th Anniversary 3 Minute Thesis Competition saw over 140 students registered for the competition with 12 student finalists presenting to an audience of over 200 people (largest attendance yet) and high profile local and international judges.
- 200th event attendance saw capacity audiences for Coast to Coast alumni bus tour; sold-out Belong Forum event with Buffy Sainte-Marie and sold-out Fountain School original production of Drums and Organs.

4.5 Attract additional external investment
- Annual provincial operating grant provided by Department of Labour and Advanced Education increased by 1%.
- Almost $41M raised in external philanthropic support, and expected to exceed $6 in new commitments on every $1 invested in Advancement.
- Annual Giving results ended at almost $4.5M, setting a record.
- $2.5M in student retention program support received; will support rural Nova Scotian students living in residence their first academic year beginning in the Fall of 2018.
- Creative Destruction Lab-Atlantic launched with over $1.8M in support and significant involvement from Atlantic business leaders.
- Engineering IDEA project on track for September opening for students; 90% funded with fundraising continuing.
- The Child Soldiers Initiative received a gift of $3M from Lieutenant-General Roméo Dallaire.
- Performing arts centre project momentum continues with $1.5M gift, moving the project closer to groundbreaking and spurring the investment in a potential dance program.
- New Student Learning Commons at Agricultural Campus set to open Spring 2018 thanks to $2M gift.
Dalhousie’s placement in select international rankings (2015–2017)


KEY PERFORMANCE INDICATORS - We are presenting selected graphs that represent key performance indicators. These are priority areas of focus and reflect the progress we are making and the work we need to continue to do.

4.0 REPUTATION — RANKINGS

Dalhousie’s placement in select international rankings (2015–2017)

- New Dentistry Clinic set to open this Fall thanks to donors; $1M gift to support pediatric dentistry confirmed
- Commitment of $1.3M received to provide seed funding for a Chair in Emergency Medical Services Research and to fund a symposium
- 9 gifts of a million dollars or more, which is the largest number in Dal’s history
- The first pilot project of its kind in Atlantic Canada, Recipe for Health Learning, raised $1.25M to fund initiatives on the benefits of healthy eating and exercise for young Nova Scotians
SUCCESS STORY: HEATING UP RESEARCH OPPORTUNITIES  One wouldn’t think that replacing a heating system could boost opportunities for university-level teaching and research, but that’s exactly what is happening as the Faculty of Agriculture launches its new $25M biomass energy plant and steam distribution system. The biomass co-generation project will replace the aging steam lines with hot water lines, replace the wood boiler, add appropriate and required air quality controls and add a turbine to create electricity. It is a substantial rejuvenation of the 30-year-old biomass energy plant and steam distribution system on the campus, which was at the end of its useful life and has been unreliable in supplying the campus with a steady heat source.

“It’s exciting that as a Faculty of Agriculture we are setting an example of best practices and embracing a sustainable source of energy as we continue to move toward carbon neutrality,” explained Dr. David Gray, dean of the Faculty of Agriculture and principal of Dal’s Agricultural Campus, at the time of the announcement of the project in 2016.

“This new facility aligns well with a number of our research areas in renewable energy and will provide opportunities for us to put research into practice.”

Dal will be identifying sources of biomass from waste residues (for example, bark), yard waste, land-clearing from pre-approved developments and appropriately harvested stem wood. Investigation is being conducted on the opportunities for the use of agri-products such as willow.

The small one-megawatt biomass co-generation project focuses on energy efficiency and securing local sustainable supply, with waste heat from electricity production being used for heating the campus. The new energy-efficient water lines are expected to be 30 per cent more efficient than the old steam lines. As well, the project will give students and researchers at the Agricultural Campus an opportunity to study and research the potential of biomass moving forward.
**GOAL: BUILD OUR INSTITUTIONAL CAPACITIES** Enhancing the infrastructure of the university in an environmentally sustainable fashion is a key priority in this pillar. On Dal’s Agricultural Campus, the goal of sustainability is even more closely aligned with the values embedded in the Faculty of Agriculture. And it’s there that an aging heating system provided an unexpected opportunity.

5.1 Develop a human resource strategy that allows us to attract, support and reward the best faculty and staff
- 95% of first-choice candidates recruited in 2016/2017
- Establishment of recruitment metrics to support evidence-based decision-making with respect to workforce planning, recruitment and retention
- Creation of the Talent Pathways Program, addressing employment and systemic barriers and providing opportunities for new and existing talent to grow their careers at Dalhousie
- Evolution of leadership development programming, establishing Dalhousie as a leader in leadership development
- Evolution of Work Well Strategy and other related initiatives, establishing Dalhousie as a leader in organizational health and wellness

5.2 Foster a collegial culture grounded in diversity and inclusiveness
Dalhousie’s Diversity and Inclusiveness Strategy focuses on four primary pillars of campus activity:
1. Climate and Intergroup Relations
2. Student Access and Success
3. Education and Research

Highlights from the first year of implementation include:
- **Climate and Intergroup Relations**
  - IDEA Building Mi'kmaq and African Nova Scotian Art Installation anticipated to be complete in 2018
  - Funding secured to increase representation of peer wellness mentors of African descent
- **Student Access and Success**
  - Two new outreach/liaison roles for the Indigenous Student Centre and Black Student Advising Centre
  - Equity, diversity and inclusiveness training to Student Affairs senior leadership team
- **Education and Research**
  - New Research Fellowship for Pre-tenure Faculty Members of Equity Seeking Groups
  - Arrangement with CBU to deliver a special section of Level I Conversational Mi'kmaq for Non-speakers language course to Dal students
- **Structures – Institutional Viability and Vitality**
  - Talent Pathways Advisor commenced work
  - Update of equity policy to include Sexual Orientation and Gender Identity (SOGI)
  - New Sexual Assault Response protocol
  - New Complaint Triage and Response protocol
  - Pay equity analysis and compensation for professors completed, resulting in pay equity compensation for women professors
  - Integration of employment equity planning into institutional multi-year planning has commenced and an online equity dashboard is complete to assist leaders with equity planning
  - “Guidelines for Creating and Maintaining an Inclusive Classroom” available on the CLT website
- Development of high-level metrics to evaluate success of Diversity and Inclusiveness Strategy: Work is in progress to develop key performance indicators (KPIs) aligned with the Diversity and Inclusiveness Strategy; first campus-wide progress report on the Diversity and Inclusiveness Strategy was published in Winter 2018
- The third annual Be Counted Census was completed November 2017 with employee response rate similar to last year's at 88% with no significant change in response rates within employee groups
- Representation of racially visible persons and Indigenous persons continued to improve, with overall representation of racially visible persons among Dalhousie’s full-time and permanent part-time faculty and staff increasing and gaps in comparison to the labour market dropping from -100 in 2015 to -54 in 2016 to -45 in 2017. Representation of Indigenous employees has shown a similarly favourable trend with labour market gaps declining from -25 in 2015 to -11 in 2016 to near full representation (gap of -1) in 2017.
- Women remain fully represented overall; representation of women in faculty positions improved significantly and as a result labour market gaps declined from -11 in 2016 to full representation in 2017.
- Persons with Disabilities also remain fully represented in 2017; however significant gaps still exist in skilled crafts and trades, clerical and intermediate sales and services occupational groups.
- Representation of self-identified LGBTQ remained stable at approximately 4%.

5.3 Develop a multi-year, integrated budget
- Multi-year Integrated Planning now allows better focus on institutional needs as follows:
  - Aligns resources to mission and strategic priorities
  - Aligns Faculty academic plans with human, financial, facilities and technology resources
  - Provides Budget Advisory Committee with Faculty and Unit budget opportunities and issues to inform its recommendations
  - Facilitates information flow for effective planning between Faculties and Units

5.4 Reduce the deficit of our pension plan
- Collaborative discussions with employee groups through Pension Advisory Committee continue regarding changes to the Dalhousie University Staff Pension Plan that would yield a reduction in the amount and/or volatility of contributions.

5.5 Enhance our infrastructure with a multi-year capital plan that promotes environmentally sustainable development
Major projects to be completed in 2018:
- Dentistry Clinic renovations ($26M) January 2018
- AC Learning Commons ($2M) May 2018
- Tupper energy performance contract ($13M) May 2018
- Fitness Centre project ($23M) June 2018
- AC biomass plant renewal project ($24M) June 2018
- AC Ruminant Animal Centre ($2.8M) Fall 2018
- Strategic Investment Fund IDEA Projects ($64M) nearing completion
  - IDEA Emera Innovation Hub
  - IDEA Design Building
  - Advanced Manufacturing and Ocean Engineering Hubs in C and C1 Buildings
  - Clean Technology Hub in F & P Buildings
  - D Building envelope renewal
  - Related projects – Green Corridor, Collider, Tech and Imhotep
- Multi-year Capital Management Plan started in 2017 will be complete in June 2018

Major projects starting in 2018:
- Fountain School of Performing Arts facilities project 2020
- Halifax Thermal Plant Renewal Project 2021
- Accessibility audits per Nova Scotia Accessibility Act to start Summer 2018
5.6 Improve the quality and inventory of research and teaching spaces

**Teaching and Learning Spaces**
- $2.8M upgrades to teaching and learning spaces and AV equipment, including renovating Room HA19 in Architecture and Planning building and combining Classroom 304 and 305 at Law Building

**Student Experience**
- $2.7M completed in washroom renovations in residences

**Research**
- $4.2M upgrades and renovation to research labs and equipment, including $1.5M renewing greenhouse envelope, $750k spent to date on Steele Ocean Sciences Building, $191k in Life Sciences Centre and $130k in Forrest Building

5.7 Improve the effectiveness and efficiency of administrative and operational processes aligned with our academic mission

- Completed the Unit Assessment for the Office of Research Services
- Developed and tested Dalhousie’s Process Improvement Methodology (based on Lean and Change Acceleration Principles)
- Created internal expertise and built capacity for process improvement in Service units by training and coaching 77 employees (14 project sponsors, 18 project leads and 45 project team members) in the Dalhousie Process Improvement Methodology
- Enabled leaders/process owners to engage these employees in a meaningful way to improve service, facilitate co-operation between units, motivate and build momentum for positive change across Dalhousie for 8 process improvement projects that will reduce complexity, improve quality and increase speed to meet customer expectations

**KEY PERFORMANCE INDICATORS** - We are presenting selected graphs that represent key performance indicators. These are priority areas of focus and reflect the progress we are making and the work we need to continue to do.

### 5.0 INFRASTRUCTURE — CENSUS


Dalhousie continues to show improvement in representation across all self-identified groups.
# Dalhousie By the Numbers

<table>
<thead>
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<th>Category</th>
<th>Value</th>
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<tr>
<td><strong>Total Enrolment</strong></td>
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<tr>
<td>Full-time Undergrad Students</td>
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<tr>
<td><strong>Graduate Students</strong></td>
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<tr>
<td>Master's</td>
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<tr>
<td>Doctoral</td>
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<td>Medical Residents</td>
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<tr>
<td>Grad Cert/Dip</td>
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<tr>
<td><strong>Alumni</strong></td>
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<td><strong>Faculty</strong></td>
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<tr>
<td><strong>Research Funding</strong></td>
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<tr>
<td><strong>Operating Budget</strong></td>
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<tr>
<td><strong>Regular Staff</strong></td>
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<td><strong>Research Employees</strong></td>
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<td>Master's Degrees</td>
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<td><strong>Research Centres</strong></td>
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<td><strong>Canada Research Chairs</strong></td>
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<td><strong>NSERC Chair in Design Engineering</strong></td>
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<tr>
<td><strong>NSERC Industrial Research Chairs</strong></td>
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<tr>
<td><strong>International Partnerships</strong></td>
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<tr>
<td><strong>International Partners</strong></td>
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<tr>
<td><strong>Partnering Countries</strong></td>
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</tbody>
</table>
OUR WAY FORWARD

By continuing our shared work, we will make the vision of our Strategic Direction a reality.

Stay informed and get involved at DAL.CA/FORWARD.