STRATEGIC PRIORITY
1.0 Teaching and Learning

SUB-PRIORITY
1.1 Increase retention and degree completion

EXECUTIVE SPONSOR
Carolyn Watters
Provost & VP, Academic

PROJECT LEADS
A Fiona Black
AVP, Academic
Anne Forrestall
Senior AVP, Student Affairs

RELATIONSHIP TO OTHER STRATEGIC PRIORITIES
1.2, 1.3, 1.4, 1.5, 3.2, 4.2, 5.6

DESCRIPTION
Dalhousie's percentage of students who successfully move from first to second year lags the U15. Retention rates for international students pose specific concerns. There is a need to better understand the academic and non-academic factors which influence retention and degree completion of students in Dalhousie’s direct-entry programs.

The multi-faceted strategy will ensure the effective development of a "culture of retention" across Dalhousie's campuses. The strategy will focus on effective analysis and proactive student success strategies; enrolment approaches from a retention and completion perspective; and continuous development, implementation and evaluation of all institution-wide and faculty-based student support practices.

SPECIFIC GOALS

1. Improve student success year over year, with a focus on those students, identified by analysis, as being the most likely to be aided by defined strategies and organizational cultures. One measure of success would be increased retention and increased degree completion.
2. Increase first year student retention rates for both Canadian students and international students above the U15 averages by 2018.
3. Increase the completion time rates for 6 years or 7 years, as appropriate by program, to above the U15 average by 2018.
STRATEGIC PRIORITY

1.0 Teaching and Learning

SUB-PRIORITY

1.2 Focus on strategic student recruitment based on discipline, level & diversity

EXECUTIVE SPONSOR

Carolyn Watters
Provost & VP, Academic

PROJECT LEADS

Arig al Shaibah
Vice-Provost, Student Affairs

RELATIONSHIP TO OTHER STRATEGIC PRIORITIES

1.1, 1.3, 1.4, 1.5

DESCRIPTION

Dalhousie has seen considerable enrolment success over the past decade as a result of strong strategic enrolment management planning. The university has invested thoughtfully in domestic and international student recruitment, aiming to achieve optimal enrolment across all academic programs, seek diversity in the student population, and promote Dalhousie as a world-class university.

Dalhousie’s significant strategic enrolment management efforts have yielded an enrolment growth of over 24% from 2002 to 2012, giving Dalhousie the highest enrolment of any university in Atlantic Canada. The university’s recruitment approach has been based on and informed by institutional data, market research and evaluation, and best practices. Efforts have been coordinated across the institution with strong support from faculties and Communications and Marketing. Growth has varied by faculty; while enrolment in some programs has grown quickly, there continues to be unfilled capacity in others. The university’s ability to grow enrolment in some high demand programs, such as Nursing, is limited by government capacity regulation.

The geographic origin of students who choose Dalhousie each year is unique among Canadian universities and is a direct result of where we have invested our recruitment and marketing efforts. Over 50% of Dalhousie students come from outside of Nova Scotia, giving the university the highest proportion of out-of-province students of any major university in the country. Atlantic Canada’s major demographic for university enrolment (18-25 year olds) is in decline and projected to continue to decline over the next two decades.

SPECIFIC GOALS

1. Develop a smart growth plan/enrolment strategy by spring 2015 to guide Dalhousie’s recruitment planning to 2018. The strategy will include program-level enrolment targets developed in consultation
with faculties and schools with an aim to maintain market share in Atlantic Canada, as well as outside the region and internationally, while also identifying opportunities for future growth.
STRATEGIC PRIORITY
1.0 Teaching and Learning

SUB-PRIORITY
1.3 Strengthen student experience, leadership development and additional support services for our locally diverse and international students

EXECUTIVE SPONSOR
Carolyn Watters
Provost & VP, Academic

PROJECT LEADS
Arig al Shaibah
Vice-Provost, Student Affairs

RELATIONSHIP TO OTHER STRATEGIC PRIORITIES
1.1, 1.5, 3.1, 3.2

DESCRIPTION
Fulfilling our mission of teaching and learning requires supporting our students’ academic success and providing them with a compelling out-of-classroom experience. At Dalhousie, this includes academic support services such as advising, counselling and The Writing Centre, and non-academic services such as residences, athletics and recreation, Health Services and the International Centre. Feedback from the 100 Days consultations and other data point to several opportunities and gaps including: scholarships and financial support; support for international students, graduate students, rural students, and mature students; writing support; athletics and recreation opportunities; and employment skills development. As we evaluate the next set of investments and initiatives in these areas, we should focus on those that will have the greatest impact on student success. Other considerations should include the impact on NSSE scores and on our overall enrolment.

SPECIFIC GOALS

1. Conduct a review of Student Services that considers and makes recommendations on how the unit can best be organized, particularly in light of the new Provost model, to deliver an exceptional student experience that meets the needs of our diverse student body.

2. Develop a strategic action plan for Student Services that targets the student populations that our analyses show are most at risk of not completing, recognizes the diversity of our students, values their well-being and ensures alignment with the academic mission of the university.
STRATEGIC PRIORITY

1.0 Teaching and Learning

SUB-PRIORITY

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

EXECUTIVE SPONSOR
Carolyn Watters
Provost & VP, Academic

PROJECT LEADS
A Fiona Black
AVP, Academic

RELATIONSHIP TO OTHER STRATEGIC PRIORITIES
1.1,1.2,1.5,2.4,5.3

DESCRIPTION
Dalhousie has more undergraduate programs per student than other U15 members. This diversity can be a strength, but it is a potential weakness if we distribute scarce resources over too many programs. Although other universities have chosen a process of centralized program review, Dalhousie has selected Faculty-based program reviews in the context of academic program planning, aligning with relevant Senate policies, and with some central coordination to develop and support overall principles and practices and to monitor and learn from similar efforts at other universities.

A systematic process is required to ensure Dalhousie maintains relevance and academic vibrancy.

SPECIFIC GOALS

1. Establish core principles, framework and criteria for Faculty Academic Program Plans in 2015. Using these core principles, etc., Faculties develop individual Academic Program Plans.
2. Engage in Faculty-led strategic reviews of their program portfolios, through implementation of the Academic Program Plans (including their frameworks for review), with all Faculties completing their review by December 2018.
3. Ensure that cyclical program reviews are aligned (yet non-concurrent) with all cyclical Senate Reviews of Faculties by 2018.
4. Develop a suite of recommended core elements in direct-entry undergraduate programs. Examples might include experiential learning, research / inquiry-based learning, work integrated learning.
STRATEGIC PRIORITY

1.0 Teaching and Learning

SUB-PRIORITY

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

EXECUTIVE SPONSOR
Carolyn Watters
Provost & VP, Academic

PROJECT LEADS
A Fiona Black
AVP, Academic

RELATIONSHIP TO OTHER STRATEGIC PRIORITIES

1.1,1.2,1.3,1.4,2.4,5.3,5.6

DESCRIPTION
Maintaining our relevance and academic vibrancy requires that we continue to innovate in teaching, including new pedagogy, and develop further interdisciplinary programs and e-learning opportunities. The current Academic Innovation Initiative has undertaken this work and we need to continue it, to better share practices across the institution and to determine the next set of new investments in academic programs. We also need to respond to the technological changes that many believe will transform higher education, developing a clearer strategy and approach to e-learning that sifts through the hype and brings together best practices from inside and outside Dalhousie.

A University's success is directly tied to high quality and relevant differentiation in programs and tied to pedagogical excellence.

SPECIFIC GOALS

1. Develop an institutional academic program plan, stemming from Faculties’ approved program plans.
2. Adopt a Dalhousie Learning Charter for students and professors (expectations and evaluation methods) for each Faculty.
3. Provide career-long learning opportunities for pedagogical development through CLT available to all faculty.
4. Develop and adopt teaching and learning initiatives that support student success.
STRATEGIC PRIORITY

2.0 Research

SUB-PRIORITY

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

EXECUTIVE SPONSOR
Martha Crago
VP, Research

PROJECT LEADS
Ian Hill
AVP, Research

RELATIONSHIP TO OTHER STRATEGIC PRIORITIES

2.3, 2.4, 2.5, 3.1, 4.2, 4.3, 4.5, 5.6

DESCRIPTION

Dalhousie’s Strategic Research Plan establishes four priority research areas and three emerging areas that are aligned with national and provincial strategic priorities: Ocean Studies; Advanced Materials and Clean Technology; Health and Wellness; Governance, Society and Culture. The plan also establishes emerging areas: Information Science and Communication; Agriculture and Food Technologies; and Energy and the Environment.

SPECIFIC GOALS

1. Increase the amount of funding sources from local, national and international sources for each of the priority and emerging areas by 2018 (to be measured in 5 year rolling windows).
2. Develop 5-10 year plans for attracting funds from multiple sources with every attempt to have $100 million from combined sources for at least 2 of the priority areas (measured in 5 year rolling windows).
3. Increase endowments that support research.
# DalForward

## PROJECT CHARTER

### STRATEGIC PRIORITY

2.0 Research

### SUB-PRIORITY

2.2 Attract and retain outstanding academics

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### RELATIONSHIP TO OTHER STRATEGIC PRIORITIES

1.1, 1.5, 2.1, 5.1, 5.3

### DESCRIPTION

The success of Dalhousie centres on the excellence of faculty members. Strategic priority 2.2 focusses on the strategy and tactics related to recruitment and retention of "outstanding professors". Faculty members are core to the academic mission and the University needs to ensure leadership approaches, processes, practices, supports and recognition are in place to support recruitment of outstanding faculty members and to retain them. We also need to articulate the components of “outstanding” faculty.

This strategic priority links to the broader human resource strategy contained in strategic priority 5.1 “Develop a human resource strategy that allows us to attract, support, and reward the best faculty and staff”. There will also be considerable interface with related initiatives.

### SPECIFIC GOALS

1. Renew and develop consistent best practices for academic leadership and faculty member recruitment across all Faculties by January 2016 (recruitment practices, orientation, mentorship; and best practice guidance regarding grant writing/application).
2. Articulate the dimensions of “outstanding” faculty.
3. Develop specific retention practices and goals that support and recognize teaching and research excellence in support of retaining outstanding professors.
STRATEGIC PRIORITY
2.0 Research

SUB-PRIORITY
2.3

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

EXECUTIVE SPONSOR
Martha Crago
VP, Research

PROJECT LEADS
Martha Leonard
Dean, Graduate Studies

SECONDARY SPONSOR
Carolyn Watters
Provost & VP, Academic

RELATIONSHIP TO OTHER STRATEGIC PRIORITIES
2.1, 2.5, 4.2, 4.3, 4.5, 5.6

DESCRIPTION
Graduate students and postdoctoral fellows are a core component of the university's mission. Graduate students are critical to the quality and volume of research undertaken at a university. They are instrumental in the performance of research, in innovation and in scientific and scholarly publishing as well as creative performance. They also help to improve the undergraduate experience.

The funding of graduate students across a range of disciplines is key to attracting and supporting excellent students. In turn, an appropriate number of graduate students is key to research productivity and obtaining ample competitive research funding and is important in maintaining the university's competitiveness.

Postdoctoral fellows play a significant role at Dalhousie, as they do at all research intensive universities, contributing in various ways to teaching and research, while furthering their own development as newly qualified academics.

SPECIFIC GOALS

1. Provide competitive funding for graduate students and postdoctoral fellows.
2. Increase the percentage of graduate students and postdoctoral fellows relative to the number of Dalhousie undergraduate students and professors to the U15 average by 2018.
3. Enhance the graduate student experience at Dalhousie as measured by national survey results.
4. Increase the percentage of graduate students who are funded through external competitive scholarships.
STRATEGIC PRIORITY
2.0 Research

SUB-PRIORITY
2.4 Foster undergraduate research

EXECUTIVE SPONSOR
Carolyn Watters
Provost & VP, Academic

PROJECT LEADS
A Fiona Black
AVP, Academic

RELATIONSHIP TO OTHER STRATEGIC PRIORITIES
1.1,1.2,1.4,1.5,3.1,3.2,4.2

DESCRIPTION
The student experience greatly benefits from exposure to research and to the research community. The knowledge of inquiry-based methods is a lifelong benefit. There are opportunities to bring research and teaching together which better support student success.

By focusing on research and undergraduate involvement in research Dalhousie aims to maximize the student learning experience.

SPECIFIC GOALS
1. Provide greater opportunities for undergraduates to engage with research as part of their degree.
2. Develop an undergraduate research and inquiry-based learning component for the emerging Dal learning charter (1.5).
STRATEGIC PRIORITY

2.0 Research

SUB-PRIORITY

2.5 Enhance research with state-of-the-art facilities and resources in accordance with the Institutional Framework for the Support of Research (IFSR)

EXECUTIVE SPONSOR
Martha Crago
VP, Research

PROJECT LEADS
Mark Filiaggi
AVP, Research

RELATIONSHIP TO OTHER STRATEGIC PRIORITIES
2.1, 2.2, 3.1, 4.2, 4.3, 4.5, 5.3, 5.5, 5.6

DESCRIPTION
Dalhousie’s emerging strategy to build overall research support and increase funding success focuses on three broad efforts: pursuit of strategic research areas, implementation of an Institutional Framework for the Support of Research (IFSR) and the engagement of industry and other partners.

During the 100 Days consultation, participants offered a great deal of feedback on the many ways in which research support could be improved at Dalhousie. In parallel with this consultation, an IFSR was developed through intense community engagement, and subsequently operationalized with clear deliverables and milestones. This framework is intended to support and encourage researchers, particularly emerging scholars, in enhancing their success with grant applications and management through: mentorship and facilitation; improved integration of services and existing resources and infrastructure relevant to the research enterprise; and identification of new funding sources and opportunities.

SPECIFIC GOALS

1. Improved integration and coordination of services and communications across sectors relevant to the research enterprise.
2. Enhanced support and facilitation of pre- and post-award activities that will reduce the administrative burdens on researchers while increasing their capacity to compete successfully for research funding (including raising success rates in Tri-Council funding competitions to the U15 average).
3. Enhanced researcher networking capability and collaboration within and outside of Dalhousie.
4. Development and support of core research facilities and multi-user space.
5. Development of additional research revenue streams and strategic deployment of internal, centrally held research-related funding.
6. Increase the number of national and international research awards.
STRATEGIC PRIORITY
3.0 Service

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

EXECUTIVE SPONSOR
Martha Crago
VP, Research

PROJECT LEADS
Matthew Hebb
AVP, Government Relations

Stephen Hartlen
AVP, Industry Relations

RELATIONSHIP TO OTHER STRATEGIC PRIORITIES
1.3,1.4,1.5,4.2

DESCRIPTION
In the best tradition of service to society, and in recognition of both the challenging circumstances prevailing in Nova Scotia and the expectations currently placed on universities, there is an opportunity and an imperative to increase the participation of Dalhousie in the creation of economic and social value by cultivating engaged entrepreneurship and harnessing curiosity, creativity and innovation.

SPECIFIC GOALS
1. Increase student-led entrepreneurship.
2. Increase and extend external partnerships, particularly those related to research strengths and which feature Dalhousie students, faculty, staff or alumni.
3. Create more innovation spaces to support creativity, innovation and entrepreneurship.
4. Support the success of students after graduation by participating in efforts to create economic opportunity for recent graduates and preparing students themselves to build and seize them.
STRATEGIC PRIORITY

3.0 Service

SUB-PRIORITY

3.2 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

EXECUTIVE SPONSOR
Peter Fardy
VP, Advancement

PROJECT LEADS
Arig al Shaibah
Vice-Provost, Student Affairs

SECONDARY SPONSOR
Ian Nason
VP, Finance & Administration

Jasmine Walsh
AVP, Human Resources

RELATIONSHIP TO OTHER STRATEGIC PRIORITIES

4.2, 4.5

DESCRIPTION

Service is the third key element of the university's mission. For the purposes of understanding this part of the mission it is useful to conceive of it as falling into two broad areas: service to the academic community and service to the public. This priority deals primarily with the latter.

There are many examples of public service at Dalhousie, ranging from the education of professionals to serve the province; research contributions to address significant local, national or global problems; service to rural and other communities and the volunteer and other public service efforts of our individual faculty, staff and students.

Beyond the public service that arises out of the missions of teaching and research, the Dalhousie community also makes important contributions as citizens. Dalhousie's students are also actively engaged in public service, from raising money and awareness for charity to working hands-on with not-for-profit organizations.

Increasingly students are seeking opportunities to complement their academic programs and goals with community based initiatives whether on campus or off campus.

Nova Scotia, and Atlantic Canada more broadly, faces multiple tough challenges, ranging from a shrinking, aging population, to weak economic growth to poor health outcomes compared to many parts of Canada. Dalhousie could potentially play a greater role in addressing these challenges through the talents and capacities of the people who make up its communities.
SPECIFIC GOALS

1. Increase by 10% the proportion of faculty, staff and students who contribute to community through public service activities by 2018.
2. Develop a focused public service strategy by December 2016 that identifies opportunities to align its unique talents and capacities with public needs.
STRATEGIC PRIORITY

4.0 Partnership and Reputation

SUB-PRIORITY

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

EXECUTIVE SPONSOR

Peter Fardy
VP, External Relations

PROJECT LEADS

Matthew Hebb
AVP, Government Relations

RELATIONSHIP TO OTHER STRATEGIC PRIORITIES

1.3, 2.1, 3.1, 4.2, 4.5

DESCRIPTION

Public support, students, research and scholarly collaborations at home and abroad are critical to Dal's success. Dalhousie now receives funding from 237 distinct organizations, representing a rich array of public, private and non-profit partners from across Nova Scotia, Canada and the world.

Our alumni, current and prospective donors and all levels of governance are another critical source of support. They share our interest in strengthening Dalhousie and in making the world a better place.

We must strengthen and build upon existing partnerships by discovering shared interest, securing support and increasing our connections and relevance to all levels of society. Because so many forms of partnerships already exist at Dalhousie, taking account of our existing practice will help us develop a clear understanding of the practices we want to continue and/or refine to take our place nationally and internationally.

SPECIFIC GOALS

[CharterGoals]
STRATEGIC PRIORITY

4.0 Partnership and Reputation

SUB-PRIORITY

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

EXECUTIVE SPONSOR

Peter Fardy
VP, Advancement

PROJECT LEADS

Catherine Bagnell Styles
AVP, Communications & Marketing

RELATIONSHIP TO OTHER STRATEGIC PRIORITIES

1.2, 2.1, 3.2, 4.1, 4.3, 4.5

DESCRIPTION

A university’s reputation affects its ability to attract the best students, the best faculty, the best researchers and the best staff. It influences a university’s strength in gaining funding from both new and existing donors. It impacts a university’s ability to attract corporate partners and forge relationships with other universities and research bodies. Reputation is also a significant factor in rankings performance and performance in rankings influences reputation. Reputation and rankings performance are increasingly important as we become more international in our recruitment and research efforts.

Dalhousie University has recently completed reputation research that provides insights and intelligence relevant to the entire university. These insights have been broadly shared across campus and communications & marketing has used the insights to inform its departmental plan and to develop a draft reputation plan that has been shared with senior leaders. For the university to support strategic initiative 4.2, we need to develop a reputation plan that is integrated and aligned with the faculty and unit plans.

Delivering on this plan and building partnerships across campus is key. In addition, a focussed, disciplined and measurable plan to improve our performance in key rankings is a priority. Both are key to positioning Dalhousie for the strategic growth that will be key to our success in our third century.

SPECIFIC GOALS

1. Refresh Dal’s visual identity in response to the insights from the reputation research.
2. Update Dal’s home page to reflect new identity and support key reputation drivers.
3. Inform and engage the Dal community (all departments, units, faculties) on the results of the reputation research.
4. Develop a 3-year reputation plan, aligned with the 200th anniversary project (4.4), the rankings project (4.3) and with faculty/unit plans.
STRATEGIC PRIORITY

4.0 Partnership and Reputation

SUB-PRIORITY

4.3 Develop a plan to secure and maintain Top 200 status

EXECUTIVE SPONSOR
Carolyn Watters
Provost & VP, Academic

PROJECT LEADS
Susan Spence Wach
Vice-Provost, Planning and Analytics

RELATIONSHIP TO OTHER STRATEGIC PRIORITIES

2.1,2.3,2.5,4.2,4.5

DESCRIPTION

Higher education is a competitive sector. Dalhousie competes for highly qualified students, faculty and staff, for funding and for partners. The ranking of higher education institutions has become an important part of the national and international landscape.

In 2010, Dalhousie placed in the top 200 of the Times Higher Education ranking and is typically in the Top 250. From an initial analysis of this and other rankings, it is clear that perceptions of our performance lag behind our actual academic performance. If we could better align external perceptions with our actual performance, we could move back into the Top 200 global university; we should strive to be recognized as one.

SPECIFIC GOALS

1. To be in the Top 200 in an international ranking.
STRATEGIC PRIORITY
4.0 Partnership and Reputation

SUB-PRIORITY
4.4 Prepare for Dalhousie’s 200th Anniversary in 2018

EXECUTIVE SPONSOR
Peter Fardy
VP, Advancement

PROJECT LEADS
Catherine Bagnell Styles
AVP, Communications & Marketing

RELATIONSHIP TO OTHER STRATEGIC PRIORITIES
1.2,3.2,4.1

DESCRIPTION
In 2018, Dalhousie University will celebrate its 200th anniversary and begin its third century. This bicentennial milestone provides a rare platform and opportunity on which to celebrate, engage and inspire broadly across audiences and communities internally and externally. It provides an opportunity to enhance, shift and change reputation and positioning.

Develop a plan to outline objectives for this celebration as well as an approach and necessary budget. Ideally, we would use the two years prior to the actual anniversary to build excitement and ‘buy in’, laying the foundation for a significant new fundraising campaign and other significant bicentennial initiatives.

SPECIFIC GOALS
1. By May 2016: have an approved 200th anniversary plan that engages our key communities in both planning and celebrating our 200th anniversary
2. By May 2016: have an approved 200th anniversary plan that delivers a coordinated, measurable and memorable celebration that supports Dal’s Strategic Direction 2014-18
STRATEGIC PRIORITY
4.0 Partnership and Reputation

SUB-PRIORITY
4.5 Attract additional external investment

EXECUTIVE SPONSOR
Peter Fardy
VP, Advancement

PROJECT LEADS
Stephen Harding
AVP, Development

Suzanne Huett
Executive Director, Strategy and Development Programs

RELATIONSHIP TO OTHER STRATEGIC PRIORITIES
1.3, 2.1, 2.3, 3.1, 4.1

DESCRIPTION
In order to achieve its vision and deliver on the identified strategic priorities, Dalhousie cannot depend solely on core funding from traditional sources - government operating grants and tuition & fees. The difference between a good university and a great one is tied to its ability to attract additional investment from external sources to transform academic and research capabilities. These include philanthropic donations from individuals, corporations and foundations, research grants and additional government investment in areas of strategic importance to public policy priorities.

Dalhousie has demonstrated its fund raising capabilities through the success of the $280 million Bold Ambitions campaign, which concluded in 2013. It is therefore well positioned to establish even higher fund raising goals that can be pursued over the coming decade.

The goal of this project is to plan and execute a new comprehensive fundraising campaign which will provide Dalhousie the additional funding required to deliver on the exciting vision for the future.

SPECIFIC GOALS
1. Plan and implement a comprehensive fundraising campaign that will attract significant new financial commitments over the next 10 years.
STRATEGIC PRIORITY

5.0 Infrastructure and Support

SUB-PRIORITY

5.1 Develop a human resource strategy that allows us to attract, support, and reward the best faculty and staff

EXECUTIVE SPONSOR

Ian Nason
VP, Finance & Administration

PROJECT LEADS

Jasmine Walsh
AVP, Human Resources

RELATIONSHIP TO OTHER STRATEGIC PRIORITIES

2.2

DESCRIPTION

People are the cornerstone of any institution, but particularly at a university. Our ability to fulfill our mission depends critically on our ability to attract, develop, reward and retain the best faculty and staff.

Our annual workplace survey and the 100 Days consultation indicate a number of strengths Dalhousie has as an employer. These include satisfaction with our overall compensation and benefits and people feeling they are treated fairly by chairs or supervisors. The greatest areas for improvement include more regular performance feedback between staff and supervisors and creating opportunities for employee recognition and career development.

The 100 Days consultations identified other areas of concern and desire for potential improvement, including faculty/administration relationships, faculty renewal, status of grant-paid employees and input on compensation and benefits packages. This feedback should continue to guide the efforts of senior administration and the central Human Resources unit as we work to develop a stronger workplace.

SPECIFIC GOALS

1. Develop strategies and mechanisms to recruit at least 85% of first choice candidates.
3. Develop a leadership development program to identify future leaders and align with institutional needs.
4. Increase promotion of internal candidates for leadership roles by 2018 with a particular focus on promoting qualified candidates from under-represented groups designated by Dalhousie’s policy on Employment Equity through Affirmative Action.
Inclusiveness and diversity are inherent in Dalhousie's founding values. However, we recognize that no one action is sufficient and that there is not some moment in time at which we will be able to cease our efforts to foster a culture grounded in diversity and inclusiveness.

Dalhousie seeks to develop and nurture diversity among faculty, staff and students. These efforts are reflected in ensuring principles of equity and inclusion are integral in recruitment efforts, hiring practices and day-to-day interactions. Likewise, there are many university policies, guidelines, campaigns and partnerships aimed at contributing to the creation of a diverse and inclusive environment and correcting historic disadvantage to ensure that Dalhousie is a community reflective of current Nova Scotian and Canadian society. Communicating these policies, programs and initiatives on diversity and inclusion at Dalhousie is an ongoing effort in a complex environment.

SPECIFIC GOALS

1. Develop a Diversity Strategy for faculty, staff and students at Dalhousie University.
2. Track and advance progress on recommendations from the following reports:
   - belong: Supporting an Inclusive and Diverse University
   - The National Truth and Reconciliation Report
   - Report of the Task Force on Misogyny, Sexism and Homophobia in Dalhousie University
   - Report from The Restorative Justice Process at The Dalhousie University Faculty of Dentistry
   - A Report from the Committee on Aboriginal and Black/African Canadian Student Access and Retention: A Focus on Financial support
**PROJECT CHARTER**

**STRATEGIC PRIORITY**

5.0 Infrastructure and Support

**SUB-PRIORITY**

5.3 Develop a multi-year, integrated budget

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**RELATIONSHIP TO OTHER STRATEGIC PRIORITIES**

5.4, 5.5, 5.6

**DESCRIPTION**

Linkage among the university’s academic plans (teaching & research), capital plans and the operating budget is essential to ensure alignment of strategic priorities with resources. An integrated budget is a core component in achieving Dalhousie’s strategic objectives and fulfilling our mission of teaching, research and service.

The university anticipates a period of relatively flat enrolment. Securing revenue from government and other sources will continue to be challenging. Balancing the operating budget will require a careful examination of existing and potential revenue sources, as well as cost and productivity improvements.

An assessment of lessons learned and approaches taken by peer universities across Canada and abroad will provide important reference information.

**SPECIFIC GOALS**

1. Develop a rolling 3-year integrated budget model that fully aligns with the university's Strategic Direction for the 2016-17 fiscal year.
STRATEGIC PRIORITY
5.0 Infrastructure and Support

SUB-PRIORITY
5.4 Reduce the deficit and stabilize the on-going cost of the pension plan

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RELATIONSHIP TO OTHER STRATEGIC PRIORITIES
No relationships with other sub-priorities identified.

DESCRIPTION
In light of changing demographics, defined benefit pension plans nationwide are facing financial challenges that could worsen in the years ahead. Faculty and staff value Dalhousie’s defined benefit pension plan and many also expressed concern about its financial sustainability. The Valuation of the plan as at March 31, 2014 reports a going concern deficit of $68 million (2013 – $84 million). Dalhousie's administration has committed to working with the university's employee groups in a transparent way to ensure that the pension plan is financially stable and sustainable.

SPECIFIC GOALS
1. Develop recommended plan revisions with the Joint Pension Committee that will reduce the deficit and stabilize the on-going cost to the university of the pension plan by 2018.
STRATEGIC PRIORITY

5.0 Infrastructure and Support

SUB-PRIORITY

5.5 Enhance our infrastructure with a multiyear capital plan that promotes environmentally sustainable development

EXECUTIVE SPONSOR
Ian Nason
VP, Finance & Administration

PROJECT LEADS
Jeffrey Lamb
AVP, Facilities Management

Susan Spence Wach
Vice-Provost, Planning

RELATIONSHIP TO OTHER STRATEGIC PRIORITIES

5.3, 5.6

DESCRIPTION

The university's infrastructure represents the largest asset managed by the university. The funds for operation, renewal, replacement or expansion of major elements of that asset must be managed strategically in order to efficiently and effectively support the university's mission.

Given the age and physical condition of our campus, and the need to provide a supportive environment for our academic mission, it is clear that Dalhousie will continue to make significant investments in physical and IT infrastructure in the years ahead. The challenge is defining the priorities and obtaining the financial support for them.

While the Campus Master Plan guides the university's long-term planning, a 5 to 10 year capital plan for buildings, grounds, heating and cooling systems, and IT infrastructure is required. The capital plan will align our academic and research priorities, fit within our financial realities and debt capacity policy and support our sustainability objectives.

SPECIFIC GOALS

1. Update the capital project program annually.
2. Develop a draft multiyear capital plan in 2015 to be finalized by 2016-17.
# DalForward

**PROJECT CHARTER**

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**STRATEGIC PRIORITY**

5.0 Infrastructure and Support

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**SUB-PRIORITY**

5.6 Improve the quality and inventory of research and teaching spaces

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**EXECUTIVE SPONSOR**

Ian Nason  
VP, Finance & Administration

**PROJECT LEADS**

Jeffrey Lamb  
AVP, Facilities Management

Susan Spence Wach  
Vice-Provost, Planning

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**RELATIONSHIP TO OTHER STRATEGIC PRIORITIES**

1.1, 2.5, 5.3, 5.5

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**DESCRIPTION**

The University’s mission is centred on excellence in teaching and research. In order to enhance our teaching and research efforts, facilities must be developed and altered in an ongoing manner. This involves a complex interplay of multiple factors and interests that must be recognized and addressed in order to effectively manage and advance these resources priorities.

Teaching Space: Traditional teaching space is broadly the purview of the Classroom Planning Committee, with an ongoing Room Quality Index assessment process to provide a baseline of quality of teaching spaces. The incorporation of new and evolving concepts of teaching spaces is essential.

Student Learning Spaces: The physical environment has a strong influence on student learning. Outside of the formal teaching spaces, students require environments that promote reflection, discussion or group work, and provide informal gathering space where students can interact with other students and faculty.

Research Space: Research space is currently managed largely by Deans, who have the primary responsibility for the provision and management of the space. Funding is provided from a wide variety of sources, many of which are one-time in nature. Measures to better coordinate research activities and facilities are proposed in the Institutional Framework for the Support of Research which is the basis for Strategic Priority 2.5.

Standards, such as COU averages, are published for both research and teaching spaces in terms of quantity. Established quality standards are more difficult, particularly in the research area, although the Room Quality Index is useful for traditional teaching spaces.

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**SPECIFIC GOALS**
1. Improve teaching and student learning space quality and quantity to established standards by 2018.
2. Improve research space quality and quantity to the standards established in the Institutional Framework for the Support of Research.
STRATEGIC PRIORITY
5.0 Infrastructure and Support

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

EXECUTIVE SPONSOR
Ian Nason
VP, Finance & Administration

PROJECT LEADS
Margaret Sterns
Director, Internal Audit Services

RELATIONSHIP TO OTHER STRATEGIC PRIORITIES
5.1

DESCRIPTION
Dalhousie needs effective and cost efficient administrative and operational processes to support the core mission of teaching, research and service to students, faculty and staff.

SPECIFIC GOALS
1. Establish cyclical and systemic reviews of administrative services.
2. Improve “customer” satisfaction in service areas by 2018.