DALHOUSIE UNIVERSITY
STRATEGIC DIRECTION
2014–2018

Year 3 Progress Report, June 2017
DALHOUSIE UNIVERSITY STRATEGIC DIRECTION 2014–2018

► Year 3 Progress Report, June 2017

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THE THIRD YEAR of our five-year strategic planning cycle has been one of significant and exciting successes, tempered with the recognition that we still have work to do. When Dalhousie’s Senate and Board of Governors approved Inspiration and Impact in 2014, we articulated an ambitious set of goals, 25 priorities grouped in five areas: teaching and learning; research; service to our communities; building partnerships; and attracting the resources to fuel our ambitions. As we approach the final two years of the plan, I am heartened by the progress we have made, and remain confident that we will make real headway in the areas in which we continue to face challenges.

A number of accomplishments deserve to be noted. First, the successful funding of the Dal-led Ocean Frontier Institute (OFI), which attracted $94 million in support from the federal government’s Canada First Research Excellence Fund, making it the largest federal research grant in the country in 2016. This historic partnership brings together four of the top five ocean institutes in the world, with the flagship universities in three of the four Atlantic Canada provinces, three federal departments, the Navy and 19 industry partners. The OFI will focus on ocean sustainability, a topic of vital importance to Atlantic Canada and the world.

Second, for the third time in four years, a Dalhousie researcher has been awarded Canada’s top research prize, the Herzberg Canada Gold Medal, presented by the Natural Sciences and Engineering Research Council (NSERC). Dr. Jeff Dahn joins Dr. Ford Doolittle and Dr. Axel Becke in adding this significant achievement to an already stellar career. As well, Dr. Doolittle was also awarded 2017’s Killam Prize in the Natural Sciences from the Canada Council of the Arts (an honour Dr. Becke achieved last year). It is an extraordinary run for Dalhousie, a rare feat for any university, and one that is certain to raise Dalhousie’s research profile on the national and international stages.
We have also seen significant success in our fundraising efforts, with 2016/2017 being a record year in fundraising. A particular achievement is in our student retention planning and efforts. Working in collaboration with teams across our campuses and with external partners, we were able to raise $6.5 million to support student success, including funds devoted to bursaries and specific support programs targeting students at risk of dropping out. It is a comprehensive program that I am certain will foster improvements in student retention over time.

Challenges do remain. While we have made headway in our diversity and inclusion efforts, there is much still to do, particularly in the area of education around these themes. Faculty renewal remains a key priority. And we continue to advocate for better operating grant and research support from our provincial and federal funding partners.

Our specific successes and ongoing challenges are worthy of note, but what is perhaps most heartening is that our progress demonstrates Dalhousie’s commitment to collaboration and partnership, both internally and externally. We would not have had the successes we have achieved without those collaborations, and the momentum we have built as a result of those synergies and interconnections will, I believe, position us to make advances in the areas that continue to challenge us.

On the pages that follow, you will find a summary of our key achievements in the last year. Look what we have achieved together, and imagine what more we can do.

Richard Florizone, President
OUR APPROACH TO PLANNING

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

100 DAYS OF LISTENING July-December 2013. More than 500 meetings and consultations; over 700 online submissions. The result: a final report drawing implications for Dalhousie’s future direction.

BOARD OF GOVERNORS APPROVES STRATEGIC DIRECTION June 2014

STRATEGIC PRIORITY PROJECT LEADS ASSIGNED AND SPECIFIC GOALS AND TIMELINES FOR EACH STRATEGIC PRIORITY DEFINED November-December 2014

UNIVERSITY STRATEGIC DIRECTION PROGRESS REPORT, 2015 RELEASED June 2015

UNIVERSITY STRATEGIC DIRECTION PROGRESS REPORT, 2017 RELEASED June 2017

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

PROVOST COMMITTEE APPROVES PROJECT CHARTERS January 2015

UNIVERSITY STRATEGIC DIRECTION PROGRESS REPORT, 2016 RELEASED June 2016

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

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 third year, highlighting some of Dalhousie’s significant achievements as we strive to fulfill our strategic priorities by 2018.

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 third 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 amber indicator last year have received an amber 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, amber and red indicators in Year 1, Year 2 and Year 3 of Dalhousie’s Strategic Direction.

<table>
<thead>
<tr>
<th>WHAT DOES THE INDICATOR MEAN?</th>
</tr>
</thead>
<tbody>
<tr>
<td>RED</td>
</tr>
<tr>
<td>In development</td>
</tr>
<tr>
<td>YELLOW</td>
</tr>
<tr>
<td>Gaining momentum</td>
</tr>
<tr>
<td>GREEN</td>
</tr>
<tr>
<td>Good progress</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>YEAR 1</th>
<th>YEAR 2</th>
<th>YEAR 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>1</td>
<td>11</td>
</tr>
<tr>
<td>15</td>
<td>17</td>
<td>13</td>
</tr>
<tr>
<td>5</td>
<td>6</td>
<td></td>
</tr>
</tbody>
</table>
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.

STRATEGIC AREA 1—TEACHING AND LEARNING

1.0 TEACHING AND LEARNING — ENROLMENT

Canadian and international (Dec. 1, 2012–2016)

The overall enrolment trend remains stable.

*The larger increase in 2013 is (in part) a result of NSAC becoming Dalhousie’s Faculty of Agriculture.

1.0 TEACHING AND LEARNING — RETENTION

First to second year retention of new from high school students by Faculty

Overall Dalhousie retention increased by 1% over last year.

*The Faculty of Agriculture joined Dalhousie in September 2012.
### STRATEGIC AREA 2—RESEARCH

#### 2.0 RESEARCH—INCOME
Research awards by major source (2013–2017)

<table>
<thead>
<tr>
<th>Fiscal Year (Ending March 31)</th>
<th>TRI-AGENCY</th>
<th>GOVERNMENT (ALL LEVELS)</th>
<th>PHARMACEUTICAL &amp; BIOTECH</th>
<th>NOT-FOR-PROFIT ORGANIZATIONS</th>
<th>BUSINESS &amp; INDUSTRY</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>$50</td>
<td>$45</td>
<td>$40</td>
<td>$35</td>
<td>$30</td>
</tr>
<tr>
<td>2014</td>
<td>$45</td>
<td>$40</td>
<td>$35</td>
<td>$30</td>
<td>$25</td>
</tr>
<tr>
<td>2015</td>
<td>$40</td>
<td>$35</td>
<td>$30</td>
<td>$25</td>
<td>$20</td>
</tr>
<tr>
<td>2016</td>
<td>$35</td>
<td>$30</td>
<td>$25</td>
<td>$20</td>
<td>$15</td>
</tr>
<tr>
<td>2017</td>
<td>$30</td>
<td>$25</td>
<td>$20</td>
<td>$15</td>
<td>$10</td>
</tr>
</tbody>
</table>

Analysis shows growth in Tri-Agency, industry and government funding; major fluctuations in clinical trials with pharmaceutical and biotechnology; and opportunities for not-for-profit funding.

#### 2.0 RESEARCH—INSTITUTIONAL FRAMEWORK FOR THE SUPPORT OF RESEARCH (IFSR)
Success Rate in select Tri-Agency Competitions (2012–2016)

<table>
<thead>
<tr>
<th>Competition Year</th>
<th>NSERC DISCOVERY GRANTS</th>
<th>SSHRC INSIGHTS GRANT</th>
<th>CIHR OPERATING GRANTS</th>
<th>CIHR PROGRAM SCHEME GRANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>80%</td>
<td>70%</td>
<td>60%</td>
<td>50%</td>
</tr>
<tr>
<td>2013</td>
<td>70%</td>
<td>60%</td>
<td>50%</td>
<td>40%</td>
</tr>
<tr>
<td>2014</td>
<td>60%</td>
<td>50%</td>
<td>40%</td>
<td>30%</td>
</tr>
<tr>
<td>2015</td>
<td>50%</td>
<td>40%</td>
<td>30%</td>
<td>20%</td>
</tr>
<tr>
<td>2016</td>
<td>40%</td>
<td>30%</td>
<td>20%</td>
<td>10%</td>
</tr>
</tbody>
</table>

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

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New and modified programs by academic year (2012/2013–2016/2017)

- **NEW DEGREES & MAJORS**
- **MODIFIED DEGREES & MAJORS**
- **NEW MINORS**
- **NEW CERTIFICATES & DIPLOMAS**

Development and modification of programs and certificates is an indication of Dalhousie’s commitment to continuous improvement in teaching and learning.

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2016 marked a full implementation of reforms to CIHR operating grants program, resulting in a split into 5 categories of these operating grant applications into either a Foundation scheme or a Project scheme, and a cancellation of one of the Project grant competitions, resulting in an increase in the number of tri-agency grants and in the number of applications for all 4 Tri-agency granting agencies. This change will result in changes to subsequent competitions.

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*Development and modification of programs and certificates is an indication of Dalhousie’s commitment to continuous improvement in teaching and learning.*
2.0 RESEARCH—IMPACT

Publications per million dollars of research funding

<table>
<thead>
<tr>
<th>Year</th>
<th>DALHOUSIE</th>
<th>U15</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>17.5</td>
<td>12.6</td>
</tr>
<tr>
<td>2013</td>
<td>17.4</td>
<td>12.7</td>
</tr>
<tr>
<td>2014</td>
<td>20.1</td>
<td>13.0</td>
</tr>
<tr>
<td>2015</td>
<td>19.2</td>
<td>13.0</td>
</tr>
</tbody>
</table>

Dalhousie outpaces the U15 average in publications per million dollars of research funding.

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Dalhousie follows three major global rankings: Academic Ranking of World Universities (ARWU/Shanghai), Quacquarelli Symonds (QS) and Times Higher Education (THE).

<table>
<thead>
<tr>
<th>Year</th>
<th>ARWU</th>
<th>QS</th>
<th>THE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>259</td>
<td>240</td>
<td>247</td>
</tr>
<tr>
<td>2015</td>
<td>265</td>
<td>278</td>
<td>283</td>
</tr>
<tr>
<td>2016</td>
<td>347</td>
<td></td>
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</tr>
</tbody>
</table>

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2.5% ANNUAL GROWTH IN CO-OP WORK TERMS & STUDENT PLACEMENTS

ENTREPRENEURSHIP

400+ VENTURE AND ENTREPRENEURIAL PROJECTS

ANALYZE RE SOLD FOR $15M

458 ONGOING RESEARCH & SERVICE AGREEMENTS

9,284+ INTERACTIONS WITH STUDENTS RESEARCHERS AND COMMUNITY

980+ PARTICIPANTS

4,254 STUDENTS PARTICIPATED IN MORE THAN 225 COURSES

LEADERSHIP & COLLABORATION

EXPERIENTIAL AND WORK INTEGRATED LEARNING

IDEA SANDBOX 975+ PARTICIPANTS

CULTIV8 980+ PARTICIPANTS

SHIFTKEY LABS 700+ PARTICIPANTS

9 TEAMS IN ACTIVE SUPPORT

SEXTON CAMPUS RENEWAL AND IDEA PROJECT UNDERWAY

458 ONGOING RESEARCH & SERVICE AGREEMENTS

44 START-UPS SUPPORTED

9,284+ INTERACTIONS WITH STUDENTS RESEARCHERS AND COMMUNITY

400+ VENTURE AND ENTREPRENEURIAL PROJECTS

ANALYZE RE SOLD FOR $15M

82 EVENTS
4.0 REPUTATION—RANKINGS
Dalhousie’s rank in select international rankings (2014–2016)

Dalhousie follows three major global rankings: Academic Ranking of World Universities (ARWU/Shanghai), Quacquarelli Symonds (QS) and Times Higher Education (THE).

5.0 INFRASTRUCTURE—CENSUS
Proportion of Dalhousie employees self-identifying as... (2015/2016 – 2016/2017)

The Winter 2017 census shows improvement in representation across almost all self-identified groups.
GOAL: ENHANCE THE TRANSFORMATIVE POWER OF TEACHING AND LEARNING  Retention is an indicator of our effectiveness in attracting and supporting students, as well as a marker of the strength of our faculty and staff. Students stay when they have been engaged in fields of study that match their interests and goals, when they are supported in surmounting challenges faced along the way, and when they are taught by academics who are research and teaching innovators and leaders. Dalhousie has utilized data-driven strategies to address past retention challenges, and to develop plans to further improve retention in the future.

SUCCESS STORY: A $6.5M COMMITMENT TO THE STUDENT RETENTION INITIATIVE  Transitions can be challenging: the shift from high school to university, from first year to second year, from one Faculty to another. And when students face challenges on the path to academic success, their risk of dropping out increases. Now, as a result of collaboration across the university and with Dalhousie donors and partners, at-risk students will have new supports. Funding aimed at improving student retention—$6.5 million from private donors—will go to developing strategies for supporting students at risk and providing timely, effective interventions. Much of the funding will be used to provide financial support to students through the creation of bursaries. In addition, Dalhousie will expand a number of data-driven, evidence-based retention programs that ran as pilots in 2016/2017, including the following:

- **Holistic Advising Charter:** A companion piece to the Learning Charter, the Holistic Advising Charter is expected to be completed by fall 2017 and will ensure that learners’ needs are being met and that Dalhousie’s attention to advising remains current and intentional.

- **Proactive Advising:** Under this 2016/2017 pilot program launched for students in the Faculty of Arts and Social Sciences (FASS), advisors proactively contacted 178 first-year students with an entering average of 80 per cent or below. Of these, 38 per cent met with an academic advisor in Advising & Access at least once.

- **Bounce Back:** Launched in January 2017 as a pilot in FASS, Agriculture and Science, this program is designed to support first-year students who struggled academically during the fall semester. Students work collaboratively with both a Bounce Back advisor and peer wellness coach. Students complete a Learning and Study Strategies Inventory which is used to target interventions to areas that require strengthening such as study strategies, information processing and learning how to access resources. Students with a GPA of 2.3 or lower were invited through email and phone calls to take part in the program, and 27 per cent of eligible students registered in the three-month program. Of the students actively participating in Bounce Back, 84 per cent successfully completed the program, with 97 per cent of students indicating they felt that participating had a positive impact on their studies. Of the students who completed Bounce Back, preliminary analysis shows that approximately 68 per cent saw an increase in their winter semester average compared to fall semester. This is compared to 50 per cent of students who did not complete the Bounce Back Program.

- **First-Year Interest Groups (FIGS):** Launched as a pilot in fall 2016 in FASS and Science, FIGS offer first-year students the opportunity to meet weekly in small groups with other first-year students who share similar academic interests. Led by senior undergraduate or graduate students, FIGS help first-year students connect to potential disciplines, opportunities in their fields of study, Dal faculty members and to other students. Seven per cent of incoming Science students and four per cent of incoming FASS students registered for the fall 2016 pilot.
1.1 Increase retention and degree completion

- Student Retention Initiative: $6.5M commitment made by private donors to develop strategies to support students at risk and to provide timely, effective interventions, with much of the funding to be used for creation of bursaries for financial support to students
- Bounce Back program: Dalhousie launched a pilot program to support first-year students struggling academically and with low first-term grades to get back on the path to success. 116 students registered; 90 actively participated. Of the 90 active participants, 84% successfully completed the program, with 97% indicating the program had a positive impact on their studies. Preliminary analysis shows that approximately 68% saw an increase in their winter semester average compared to fall semester, compared to 50% of students who registered but didn’t participate.
- First to second year retention increased from 82.8% to 83.9%, and retention for international students increased from 82.4% to 84.1%
- Increased or stable first-year retention in all but one of the direct-entry Faculties, with a 3.7% increase in first-year retention in the Faculty of Science
- 9 First Year Interest Groups (FIGS) were offered in FASS or Science: 66 students registered in Science FIGS with a 64% completion rate; 24 students registered in FASS FIGS with an 83% completion rate

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

- Strategic Enrolment Management (SEM) Framework created and a modelling tool for SEM planning was developed
- Initiation of Rapid Task Forces to improve student diversity data collection, coordinate international enrolment processes and activities and enhance pathways programs for underrepresented student populations
- Revision of entrance scholarship model to increase consistency of scholarship offerings across all campuses and Faculties, to strategically deploy scholarship funds to support enrollment in programs where enrollment is a concern and to attract top students and international students
- Scholarships and bursaries for undergraduate students (including the NS Bursary Program) increased to $24.8M in 2016/2017, compared to $24M in 2015/2016
- Enrolment stable at 18,824
- Enrolment of international students increased from 17% in 2015/2016 to 18.6% of the student body in 2016/2017

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

- Development of Health & Wellness Framework
- Development of Sexual Violence Strategy and completion of draft Sexual Violence Policy
- Pilot of new Walk-in Counselling project
- Establishment of Graduate Student Experience Working Group and identification of priorities for strategic action to enhance holistic student success of graduate domestic and international students
- Completion of Career and Leadership Development review with draft report with recommendations
- Development of Indigenous plan framework
- Student Impact Awards in 38 categories recognized 80 students and groups for their student leadership and civic engagement
- Increase in student access of campus mental health services from 13.8% in 2013 to 20.4% in 2016
- Improved access to wellness services with 100% same-day appointments for walk-ins
- $1.2M in funding enabled washroom renovations in many campus residences

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

- In 2016/2017, the four-year cyclical report to MPHEC regarding all QA activities at Dalhousie was completed and submitted
- 10 programs received full accreditation in 2016, including four Health Professions programs (including Nursing and Pharmacy) and six Dentistry programs; all 53 of Dalhousie’s academic programs that require external accreditation are fully accredited
- Internal program reviews in 2016/2017: 18 Undergraduate, 3 Masters, 2 PhD
- Senate reviews of College of Continuing Education and Faculty of Architecture and Planning are being conducted through 2017
Dalhousie Undergraduate Medical Education Program completed the Committee on Accreditation of Canadian Medical Schools accreditation process; awaiting final accreditation status. The Medical Continuing Professional Development program underwent accreditation review in April 2017; formal accreditation status will be conveyed to the university later this year.

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

Program Development
- New Academic Innovation Awards: 26 projects were funded for a total of $137k
- Work-integrated learning: 4,254 students (22.7% of all students) participated in more than 225 courses designed to offer structured work experience
- Innovation-themed Undergraduate Research Projects (initiative with the Government of Nova Scotia): 20 projects funded, with 6 in Science, 4 in Engineering, 3 in Management, 3 in Arts and Social Sciences, 1 in Health Professions, 1 in Architecture & Planning, 1 in Sustainability and 1 in Agriculture
- Cross-campus consultations for development of a Dalhousie Learning Charter (including Senate Learning and Teaching Committee, Senate Academic Programs and Research Committee, Associate Deans’ Academic Council and Deans’ Council)

New Programs
- New programs approved: Bachelor of Arts in Law, Justice and Society (pending MPHEC approval); Minor in Religious Studies; Medical Residency, General Internal Medicine
- New programs in development: BA in Cinema and Media Studies; Master of Landscape Architecture; PhD in Agricultural Sciences; MSc in Business; new MBA Stream in Digital Transformation; Postgraduate Medical Residency in Pediatric Radiology; Postgraduate Medical Training Program, Palliative Medicine; Postgraduate Medical Training Program, Family Medicine Enhanced Skills Residency Training Program, Palliative Care
- New certificate programs approved: Certificate in Indigenous Studies; Certificate in Aquaculture and the Environment
- New certificate programs in development: Certificate in Art History and Visual Culture; Certificate in Sustainable Aquaculture

Teaching and Pedagogy
- Hosted 6th Biennial International Threshold Concepts Conference (June 2016); Sustainability across Curriculum and Campus conference (May 2016); Canadian Engineering Education Association conference (June 2016)
- Hosting Society for Teaching and Learning in Higher Education (STLHE) 2017 conference in June, with 700+ delegates registered from around the world and more than 100 Dalhousie faculty and staff presenting
- Dr. Matthew Schnurr (FASS) received the 2016 International Brightspace Innovation Award from STLHE (June 2016)
- Consolidated classroom technologies support and implementation teams (including support for video-conferencing) and increased funding for classroom technologies within the newly named Academic Technologies Sources Unit managed out of the Dalhousie Libraries
- Dalhousie Teaching award recipients included Dr. Vivian Howard, Dr. Diane MacKenzie, Dr. Sherry Stewart, Dr. Mike Smit, Dr. Lisa Goldberg, Jennifer Grek Martin, Sarah Greening, David Beitelman
- Over 4,000 students utilized recorded lectures in the winter of 2017 as a consequence of lecture capture capabilities available in 12 classrooms
- Centre for Learning and Teaching (CLT) launched a university-wide Teaching Assistant Enrichment Program (piloted in 2015/2016)
- Holistic Evaluation of Teaching Working Group created by Senate Learning and Teaching Committee
- Scholarship of Teaching and Learning (SoTL) Grants: 5 grant recipients of “Change One Thing and Design & Development” Grants; 2 external SSHRC grants received in the area of teaching and learning: a SSHRC Connections grant (Dr. M. Schnurr, FASS PI) and a SSHRC Insight grant (Dr. A. MacLead, Medicine PI)
GOAL: EXPAND THE OPPORTUNITIES FOR RESEARCH, SCHOLARLY AND ARTISTIC WORK A university’s ability to attract research funding is a key indicator of its health: its reputation for research, scholarly and artistic work, its demonstrated ability to innovate and lead, the quality of its faculty and researchers. This year has been one of significant successes for Dalhousie, as it has attracted research funding from a wide range of sources, and for a number of specific, high-impact projects.

SUCCESS STORY: FROM WORLD-CLASS TO WORLD LEADING The opportunity of a generation. A magnet for the best and brightest ocean researchers in the world. A critical mass of expertise and funding. These are the words used, respectively, by a professor, a federal cabinet minister and Dalhousie’s vice-president, research, to describe the university’s successful marshalling of $220 million in funding for the Ocean Frontier Institute (OFI), an unprecedented investment in Canadian ocean research announced in September 2016. The Government of Canada provided $94 million in funding for OFI through its Canada First Research Excellence Fund, the largest research grant in Dalhousie’s history. An additional $125 million in funds was committed to the project from various partners, including a $25 million gift from philanthropist John Risley to support OFI operations. The project is collaborative and transformative. It partners Dalhousie with Memorial University of Newfoundland and the University of Prince Edward Island, as well as other national and international partners including eight international ocean research institutes (including four of the top five in the world), three Canadian federal departments, the Royal Canadian Navy, the National Film Board, the Nova Scotia Community College and 19 industry partners ranging from local small businesses to international corporations such as IBM. OFI will focus on the Northwest Atlantic and Canadian Arctic gateway, a place where ocean changes are happening first and fastest. As such, it is an area critical to understanding the complex interactions between the atmosphere and the upper ocean and the shifting dynamics of the ecosystems, and essential to our ability to ensure safe and sustainable ocean development. “We all recognize that the ocean is changing, but we can’t just stop there—we need to come up with solutions for how to use the ocean responsibly in the face of those changes,” explains Paul Hill, chair of Dal’s Department of Oceanography, who played a key role in helping coordinate the OFI proposal. “And that requires partnerships: with academics to understand the complexity of ocean change; with governments mandated to deal with the ocean in a safe and sustainable way; and with industry to take economic advantage of the opportunities that are out there.”
2.1 Direct and attract resources to priority research areas, with local, national and international importance

- In 2016/2017, Dalhousie had research grants/awards totaling approximately $136.9M compared to $139.6M in 2015/2016
- Number of applications for Tri-Agency funding competitions for 2015/2016 to 2016/2017: applications decreased to 80 from 87 for NSERC; increased to 108 from 74 for CIHR; and increased to 23 from 17 for SSHRC
- 3rd in U15 in industry funding intensity; 7th in U15 in Tri-Agency funding intensity

Major Research Project Awards

- Canada First Research Excellence Fund – Safe and Sustainable Development of the Ocean Frontier $220M
- Ocean Tracking Network re-funding $28.8M
- Syrian Refugee Children and Youth Consortium SSHRC Partnership grant $3.6M
- Dr. Christopher McMaster – A scientific and clinical hub of orphan disease drug development $4.5M
- Dr. Jeremy Brown – Development of a miniature ablation endoscope for guided neurosurgery $4M
- Dr. James Robar – Development of novel technologies for treatment of cancer with precision radiotherapy $3.5M
- Dr. Stan Matwin awarded $4.9M in research infrastructure funding through the Canada Foundation for Innovation’s (CFI) Cyberinfrastructure Initiative competition.

Major Research Funding Proposals

- CFI Innovation Fund – 5 Dalhousie-led applications totaling $48.5M; 11 Dalhousie-partnered applications totaling $132M
- Deepsense proposal $25M
- 2 Canada Excellence Research Chair (CERC) proposals in Clean Energy & Viroceuticals worth $20M+

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 2.6% 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: 71% for NSERC (compared to 61% in 2015/2016); 6.5% for CIHR (compared to 15% in 2015/2016); and 39% for SSHRC (compared to 35% in 2015/2016)

2.2 Attract and retain outstanding academicians

Canada Research Chairs (CRC) Program

- 3 new Tier 2 CRCs and 1 new Tier 1 CRC began their first award period (the Tier 2 CRCs were new hires to Dalhousie); there were also 2 Tier 2 renewals and 1 Tier 1 renewal
- Dalhousie confirms its commitment to the Equity, Diversity and Inclusion Action Plan set out for the CRC Program by the Federal Government – the university currently meets or exceeds targets for both women and visible minority

NSERC Industrial Research Chairs

- Dr. Jeff Dahn’s NSERC/Tesla Canada Industrial Research Chair in long-lived, high-energy density and low-cost lithium-ion batteries for automotive and energy storage applications was renewed for a new five-year term (August 2016 to July 2021)
- Dr. Clifton Johnston, NSERC Chair in Design Engineering was renewed for a five-year term (September 2016 to August 2021)
- Review of recruitment approaches and best practices analysis underway
2.3 Attract and support excellent graduate students and postdoctoral fellows to strengthen the impact of research

- Faculty of Graduate Studies awarded $27.4M in scholarships and bursaries to students in 2016/2017 compared to $26M in 2015/2016
- Dalhousie has 130 post-doctoral fellows as of 2016/2017, compared to 149 in 2015/2016
- Two new graduate scholarships established: Special Provost-Alumni Scholarships for outstanding doctoral students in FASS and the Abdul Majid Bader Graduate Scholarship for Iranian and international graduate students
- Progress made in infrastructure to support graduate students and their supervisors includes establishment of the Graduate Student Experience Committee, completion and endorsement of the Graduate Student Recruitment Report and facilitating regular workshops on supervision for faculty supervisors
- Approval of the electronic graduate student funding project

2.4 Foster undergraduate research

- Award from Labour & Advanced Education of $100k for innovation-themed undergraduate research won through a competitive process
- $500k from donor for undergraduate research in science

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

Major Awards and Prizes

- Dr. Jeff Dahn awarded The Gerhard Herzberg Canada Gold Medal in Science and Engineering and named to the Discovery Awards Hall of Fame
- Dr. Rudolph Uher awarded The Royal-Mach-Gaensslen Prize for Mental Health Research and inducted as a member of the Royal Society’s College of New Scholars, Artists and Scientists
- Dr. Jennifer Bain and Dr. John Archibald inducted as members of the Royal Society’s College of New Scholars, Artists and Scientists
- Dr. Françoise Baylis awarded the Royal Society of Canada’s McNeil Medal
- Drs. Jean Marshall and Randall Martin named inaugural Arthur B. McDonald Chairs
- Dr. Alex Falkenham named the Discovery Awards Emerging Professional
- Dr. James Robar named the Discovery Awards Professional of Distinction
- Dr. Boris Worm named Discovery Awards Science Champion
- Dr. Richard Goldbloom inducted to Canadian Medical Hall of Fame
- Dr. Ford Doolittle awarded the 2017 Canada Council for the Arts Killam Prize in the Natural Sciences
- Dr. Gail Eskes named Woman of Excellence in Education and Research by the Canadian Progress Club

Research Facilities and Processes

- Structured, multi-Faculty internal peer review process initiated (CIHR, SSHRC)
- Review and alignment of internal research funds in support of current and planned Priority 2.1 and 2.5 (IFSR) activities to improve utilization of existing resources available to faculty and trainees in supporting and building the research enterprise
- Support of a searchable Dalhousie core facilities and equipment database though Atlantic Facilities and Research Equipment Database (AFRED)
GOAL: CATALYZE THE INTELLECTUAL, SOCIAL AND ECONOMIC DEVELOPMENT OF OUR COMMUNITIES
A university’s impact involves more than what happens in its classrooms: it is brought to life through the actions and contributions of its faculty, staff, students and alumni as they use their insights and skills to serve the community and the world. This service comes in many forms: from financial investments that drive economic innovation and development, to social investments that support society’s most vulnerable. The people of Dalhousie continue to demonstrate their commitment to service, and the university is proud to support them in these endeavours.

SUCCESS STORY: A SENATE APPOINTMENT, A STUDENT COMMITMENT
A fitting appointment following a life-time of commitment to equity; the launch of a student project aimed at Halifax’s most vulnerable. The commitment to service exemplified by both an individual and a group sets standards that Dalhousie is proud to support and promote. “Equity for all is my primary goal in life,” said Dr. Wanda Thomas Bernard upon her appointment to the Senate of Canada, the first African Nova Scotian woman to serve in the Senate Chamber. Dr. Bernard has taught and conducted research in the area of anti-oppression and diversity at Dalhousie since 1990, served as the director of the School of Social Work from 2001-2011 and took on, at the request of Dal’s president, the role of special advisor, diversity and inclusiveness in 2016. “My interest in being part of the Senate is to continue to do the work I’ve been doing around equity and diversity and inclusiveness. To be able to enter the Senate with that perspective and contribute to the country is an incredible privilege, one that I know that I will be accountable for.” Dalhousie President Richard Florizone called it “an inspired appointment that’s wonderful for Dal, for Nova Scotia and for the entire country.” Dr. Bernard was characteristically generous in her assessment of her path to her new role: “As an African Nova Scotian woman, I know that I’m standing on the shoulders of others who’ve gone before me. I’m standing on the shoulders of people from my community that never dreamt of these kinds of opportunities.”

A helping hand was what the students involved in HOPES (Halifax Outreach Prevention Education & Support) had in mind when they launched the collaborative interprofessional community health clinic. Their goal: to help tend to the unmet health needs of low-income, vulnerably housed and homeless people in the city. Beginning in February, students in Dalhousie’s Medicine, Nursing, Dentistry, Pharmacy, Social Work, Occupational Therapy and Health Administration programs—as well as in Medavie’s paramedicine and Mount Saint Vincent University’s dietetics programs—provided health education, navigation assistance and clinical care to people who might otherwise fall through the cracks of the health care system. Organizers hoped that 50 students might take part, and were delighted when 220 expressed interest. Said Claire Parmiter, fourth-year Nursing student, “HOPES provides health professional students with the perfect medium to put what we’ve learned about teamwork into practice, while making meaningful connections with people in our community.”
3.1 Contribute to cultural and economic vitality, locally and globally, by fostering creativity, innovation and entrepreneurship

Experiential and Work Integrated Learning
- Courses: ShiftKey Labs developed a new Technology Innovation course that is being offered to graduate, undergraduate and NSCAD Interdisciplinary Design students
- Programs: Faculty of Management offers BComm, Major in Entrepreneurship and BMgmt, Major in Entrepreneurship & Innovation; Faculty of Computer Science offers Master of Applied Computer Science, Bachelor of Technology in Small Business Management, Minor in Innovation and Entrepreneurship
- Co-ops: 2.5% annual growth in co-op work terms since last year, with 6% increase in Management placements, to 1,964 in total

Sandboxes
- IDEA Sandbox: A total of 800 students participated in seminars, 160 in workshops and 18 in the summer program; faculty and industry seminars remained at 6 each, consistent with 2015/2016; faculty workshops increase to 10 from 8; $70k in direct student funding for projects, up from $60k in 2015/2016. Held 2 Make-a-thons as new initiatives in 2016/2017
- ShiftKey Labs: Over 980 students participated in ShiftKey Lab events in 2016/2017, with 3 incorporated businesses launched and 9 teams in active support
- Cultiv8: Over 700 attendees attended approximately 45 events, with approximately 25 students in weekly events; over 50 student projects resulted in 40 pitches at Cultiv8 competitions earning prize winnings of over $15k; additional financial support of $15k; 2 high school students participated during winter semester, 1 of whom took home second prize in pitch finale

Entrepreneurship
- Norman Newman Centre for Entrepreneurship held 82 events and over 9,284 interactions with students, researchers and members of the community, up 18% from 2015/2016
- 10 creativity, innovation and entrepreneurship courses offered, including The Creative Process, New Venture Creation and Advanced Entrepreneurship; 521 students
- Supported 200 early stage mini ventures; 75 venture projects; 20 entrepreneurial work terms; 80 early stage ventures; 35 Canada’s Business Model Competition teams; and 10 LaunchPad accelerator teams
- $600K renovation of the Collider (primary location for programming and serves as nexus for students, faculty, researchers, and the community)
- Entrepreneurship programs received donor support from the family of the late Neville Gilfoy and the Dobson Foundation; Morrison Park Advisors Inc. provided $10k in prize money for Demo Day
- Entrepreneurship teams were accepted into Y Combinator, Fierce Founders cohort at Communitech, and nominated for the EY Entrepreneur of the Year Competition

Innovation Spaces
- Construction underway of the IDEA Building and Emera ideaHUB as part of the Sexton Campus Renewal Project

Commercialization of Research
- In 2016/2017, Industry Liaison and Innovation Office supported 458 research and service agreements (from 435 in 2015/2016), 42 patent filings (from 43), 10 technology licenses (up from 7) and 44 startups (up from 21)
- Dal undertook 91% of industry-supported research in Nova Scotia
- Dal is the third-best university in U15 in industry-partnered research per capita

Leadership and Collaboration
- Dal continues to increase its support and leadership in the regional innovation ecosystem, including partnerships with incubators, accelerators, science parks, venture capitalists and other organizations
- Dal is represented on all of the working groups of Nova Scotia Department of Labour and Advanced Education Innovation Team, with President Florizone co-chairing the working group on R&D and Commercialization
- President of Dalhousie is the champion for 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
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 almost 200 clients in-clinic or phone support since June 2016, and provided work experience for 15 social work students as well as more than 10 students from other disciplines (Occupational Therapy, Pharmacy, Medicine and Management)
- In 2016, Dalhousie Legal Aid Service opened 348 new client files and 6 new community files and took 951 calls through the telelinks program; receptionists referred 441 callers to private lawyers, Legal Information Society of Nova Scotia, Nova Scotia Legal Aid and Dal’s tenant rights project
- In 2016, 204 Dentistry and Dental Hygiene students completed 23,430 appointments in the Faculty’s Dentistry clinic

Community Outreach

- The Service Learning Curriculum in the Undergraduate Medical Education programs developed agreements with community agencies in Nova Scotia and New Brunswick
- The Dalhousie Agricultural Campus McRae Library’s Seed Library has 164 registered users and lent 239 seed packets with approximately 4,075 seeds introduced into the community
- Staff from the Seed Library provided expertise and guidance to four new seed library startups (2 Canadian academic institutions, 1 Nova Scotia public library and 1 Nova Scotia community group)
- Dalhousie’s participation in the Nova Scotia Mental Health Foundation’s Different Stage of Mind raised almost $110K in support of provincial mental health services
- The Dalhousie community donated, fundraised and supported a number of community initiatives including almost $164K raised for United Way, $12K raised for Phoenix House, $13K raised for the IWK and over 1 tonne of food donated to Feed Nova Scotia
- Dalhousie’s Department of Human Resources partnered with the Dalhousie Professional and Managerial Group to launch a free Growing Communities professional development conference for new, job-ready immigrants to Canada

Youth Programs

- Dalhousie’s Supernova program offered classroom workshops, clubs, events and 47 summer camp programs for youth interested in science, engineering, technology and mathematics (STEM); with an overall registration increase to 778 (up from 630 in 2016)
- The Imhotep’s Legacy Academy (ILA) programs foster interest in science, technology, engineering and mathematics (STEM) among students of African heritage in Grades 6-12 and continues its growing influence with 660 participants in 2016/2017 up by 415 from the previous year and increased enrollment in after school and tutoring programs. At least 25 former ILA participants are students at Dalhousie with at least five other students enrolled at other universities. Mentor Bai Bintou Kaira received a Governor’s Award and a 3M Student Fellowship. The FIRST Lego League team won a place in an international innovation competition in Washington DC in June 2017.
- Dalhousie is one of 13 campuses nationally to host a SHAD summer program, with Dal faculty and students volunteering and offering hands-on workshops and lectures to high school students; a project idea launched at SHAD Dalhousie went on to win Best Prototype at the national SHAD-John Dobson Entrepreneurship Cup
- Dalhousie hosted one of Canada’s largest Girls Learning Code Day, bringing together 45 girls ages 8 to 13 and 20 mentors for three hours of hands-on learning and experimentation, supported by mentors from the Faculty of Computer Sciences Women in Technology Society; Girls Learning Code aims to teach girls 21st century digital skills and enable them to experience the satisfaction that comes from being a builder of technology

Volunteerism

- 3 Canadian Interuniversity Sport (CIS) Community Service Award winners recognized exceptional students for their efforts in combining athletics, academics and community service
- 250 student varsity athletes spent more than 2,000 hours volunteering with a range of community groups in 2016/2017
GOAL: TAKE OUR PLACE NATIONALLY AND INTERNATIONALLY
Over almost two centuries, Dalhousie has focused on fostering strong partnerships, achieving academic excellence and highlighting our distinctive attributes as we’ve grown from “the little university by the sea” to a world-class educational leader with an international reputation. Now, as we get ready to celebrate our bicentennial in 2018, Dalhousie looks forward to celebrating our students, faculty, staff and alumni and our community, government and industry partners—and to continuing to build on our successes as we look ahead to our third century. This bicentennial year will highlight the local, national and international impact Dalhousie has made and continues to make.

SUCCESS STORY: COUNTDOWN TO 200
A 200th anniversary is a rare milestone, an opportunity to celebrate the past, generate excitement for the future, connect meaningfully with our key communities and say thank you to the many people and communities that have helped us along the way. For Dalhousie, this is a celebration whose shape and scope is being crafted by many hands: a remarkable number of faculty, staff, students, alumni and retirees have shared ideas and enthusiasm, and the interest from our community to work with us on this event is equally exciting.

Together, we are building a bicentennial program that is thoughtful, fun and inspiring and includes events as diverse as conferences, internationally recognized speakers, legacy projects, community partnerships, original entertainment productions and more. What is on the roster? While there are some plans still under wraps—what’s a birthday celebration without a surprise or two?—the details include:

- Dal Originals: 52 stories and videos about Dal people who inspired, provoked or changed our world.
- Bicentennial address: On February 6, we’ll be unveiling the vision for our next century, along with a new ceremonial object, 200th anniversary poem and convocation music.
- Year of Belonging: A robust program exploring how we create a world where we all belong, concluding with the November launch of the Viola Desmond Legacy Lecture Series
- Great Debate: In April, experts challenge each other in response to the question ‘What is the next frontier—the ocean or outer space?’
- Dal Bus: Travelling coast to coast throughout the year, stopping along the way for alumni receptions, school visits and more.
- Plus alumni chapter events around the world, our biggest Homecoming ever in September and the launch of a new coffee table pictorial celebration of Dalhousie.

Details on these and many other events are available at Dal200.ca, an online hub for 200th information and the place where Dal’s community members can post their Dal stories, from fondest memories to favourite professors and lessons learned.
4.1 Foster and support key external partnerships and relationships with alumni, other universities, governments, businesses and NGOs

· International partnerships: 29 new partnerships (including 8 renewals) in 26 countries for a total of 317 agreements, up from 293 in 2015/2016
· Dalhousie performs 91% of industry-supported research in Nova Scotia
· 3rd best university in U15 for industry-partnered research
· Enhanced Alumni Engagement strategic plan developed focused on international engagement, student transition, global chapter network and connecting alumni to the university in real time through Dal’s engagement programs
· Actively engaged with 85% of our over 132k alumni through various events, written communications, volunteer opportunities, board memberships and other activities
· Dalhousie Medicine New Brunswick (DMNB) tripartite agreement renewed with the government of New Brunswick and the University of New Brunswick

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

· Dr. Françoise Baylis awarded the Order of Canada and the Order of Nova Scotia
· Professor Matthew Schnurr received a national innovation award from the Society for Teaching and Learning in Higher Education
· 5 Dalhousie students received Vanier Canada Graduate Scholarships
· Dr. Robert Laprairie, a Dal pharmacology PhD grad, was named the top pick in the Canadian Institutes of Health Research (CIHR) fellowship program
· Dr. Brendan Haley was awarded a Banting Postdoctoral Fellowship, which provides funding to the best postdoctoral applicants, both nationally and internationally, who will positively contribute to Canada’s economic, social and research-based growth
· Nursing student Maike van Niekerk named Dal’s 90th Rhodes Scholar
· Dr. Wanda Thomas Bernard was named to the Senate of Canada, becoming the first African Nova Scotian woman to serve in the Senate
· Former Dal Vice President Research Martha Crago and alumnus Dr. Art McDonald were appointed to the federal science review panel
· Schulich School of Law Dean Camille Cameron was appointed to a 7-member advisory board tasked with recommending Canada’s next Supreme Court justice
· Dr. Martha Radice was elected as incoming president of the Canadian Anthropology Society (CASA) and Dr. Howard Ramos was elected as president of the Canadian Sociological Association (CSA)
· Dal alum Dr. Robert Riddell (MD’11) was among 17 finalists of the Canadian Space Agency’s current recruitment campaign; 9 Dal alumni were among the first round of 72 finalists
· 89 Academic All-Canadians, representing over 30% of the university’s student-athlete body
· From July 2016 to June 2017, Dalhousie welcomed a wide range of government representatives and officials, including the mayor of Halifax, the premier and deputy premier of Nova Scotia, 4 provincial ministers, the Governor General of Canada, 5 federal ministers, 7 MPs, 1 senator, 6 provincial and 2 federal deputy ministers, the Clerk of the Privy Council and Canada’s Chief Public Health Officer
· An increase in media coverage distribution resulted in overall media mentions increasing 47% from 18K in 2015/2016 to over 26K in 2016/2017; the two biggest drivers of this were OFI and the Food Price Report
· Favourable opinion of Dalhousie is widespread across NS and has improved steadily in the last 2 years (source: CRA Atlantic Quarterly)
· Launched strategic plan for Dalhousie’s 200th anniversary in 2018
• 2016 annual Chamber Dinner with Dalhousie president as the keynote speaker was a sold-out event; Dr. Florizone’s well-received partnership speech included the announcement of the Emera ideaHUB gift; trended on social media
• Increased and improved the use, efficiency and effectiveness of digital marketing, resulting in increased response (40%) and lowered costs to reach audience
• Open House campaign generated 8,624 new visitors to Dal.ca, contributing to a 22% increase in registrations to Open House and a 102% increase in applications at Open House

4.3 Develop a plan to secure and maintain top 200 status
• Dal ranked 251-300 in Times Higher Education (THE) World University Rankings (from 201-250 in previous release); and ranked 283 in Quacquarelli Symonds World University Rankings (QS) (from 277 last year)
• Dal ranks amongst the world’s elite institutions in 15 subjects in QS World University Rankings by Subject
• Dalhousie appears in the top 200 rankings in 9 subject areas (7 last year), including Earth and Marine Sciences, where Dal ranks in the top 100 universities worldwide
• Completed initial analysis of ranking systems and factors influencing rankings

4.4 Prepare for Dalhousie’s 200th Anniversary in 2018
• Plan and budget approved, with both Faculty and unit plans complete; visual identity, website (dal200.ca), promotional product and sponsorship plan launched
• 80% of signature projects confirmed, including New Year’s Day family skate at Emera Oval, Bicentennial Address on February 6, Year of Belonging program, Great Debate in April and Dal Bus travelling coast to coast throughout the year with stops for alumni receptions, school visits and more
• Dal Originals project featuring 52 stories and videos about Dal people who have inspired, provoked or changed our world is 75% complete
• 5 Community partnerships finalized
• 11 conferences confirmed, to date, including Royal Society of Canada

4.5 Attract additional external investment
• 4-year funding MOU with Province of Nova Scotia, covering 2015-2019
• Annual provincial operating grant provided by Department of Labour and Advanced Education increased by 1%
• Over $67M raised this year in external philanthropic support, the highest level achieved in Dalhousie history
• 53% increase in number of major ($50k+) gifts
• $25M lead philanthropic gift secured for Oceans Frontier Institute (OFI)
• Development and launch of Student Retention Initiative with $6.5M committed and directed to it
• Innovation and Design in Engineering & Architecture (IDEA) Project campaign entered public phase and stands at almost 90% of the larger $64M goal to programming for the Emera ideaHUB
• Dalhousie Agricultural Campus Campaign launched with over $6.3M cumulative commitments to date under leadership of Honourary Chair John Bragg
• Performing Arts Centre Campaign launched with a lead $5M gift secured from a first-time principal donor to Dal
• All giving level programs exceeded goal for 2016/2017—Principal Gifts, Major Gifts, Annual Gifts and Planned Gifts
**GOAL: BUILD OUR INSTITUTIONAL CAPACITIES** In the past year, Dalhousie has expanded an ambitious program of campus renewal, including the replacement and expansion of buildings, property and infrastructure. This renewal is the result of efforts and commitment to consultation, effective partnerships and demonstrating creativity, while ensuring strategic, efficient and effective management of funds and resources.

**SUCCESS STORY: CAMPUS RENEWAL** It is a tale of two growing campuses: with both the Halifax Sexton Campus and the Truro/Bible Hill Agricultural Campus slated for significant investment, the next few years will see both sites modernized to meet the changing needs of faculties, students and communities. At Sexton, a $64 million investment—including a $32 million infusion from the Government of Canada’s Post-Secondary Institutions Strategic Investments Fund—will launch the Sexton Campus Renewal project. The development will establish Dalhousie as a vibrant hub of design-oriented technical education and leave an indelible impact on Halifax and the regional economy of Atlantic Canada. More than a simple face lift, the Sexton Campus Renewal project will add two entirely new buildings to Dal’s downtown campus: the Idea Building and the new Design Building. Together, the buildings represent the first new capital construction on Sexton Campus in more than 40 years. An advanced engineering incubator/accelerator space called Emera ideaHUB, to be located within the Emera IDEA Building and funded in part with a $10 million investment from Emera, will better link students and faculty to industry and entrepreneurs, revitalizing the spirit of innovation and entrepreneurship in Atlantic Canada. Existing structures will also benefit from upgrades and additions. The Sexton renewal will advance Dal’s leadership in key research areas—clean technology, advanced materials and ocean-related engineering, and in conjunction with the adjacent Central Library, nearby startup companies, business commissions and research hospitals, Sexton will be at the heart of an innovation district that positions Halifax as a hotbed of creativity.

For the Agricultural Campus, plans are in earlier stages, with a campus transition plan developed to set the stage for later investment and growth. Immediate priorities include a $1 million upgrade to the overall campus technology framework and a $2.5 million renovation of the MacRae Library third floor to create a Student Learning Commons, featuring study/meeting rooms, a library access services space, program room, DASA offices, multicultural/multi-faith space, collaboration space and a self-serve food outlet. Renovation and expansion of the Ruminant Animal Centre is also planned. Together, these and other future Agricultural Campus projects will position the campus to support the Faculty of Agriculture’s advancement of excellence in academics and research.
5.1 Develop a human resource strategy that allows us to attract, support and reward the best faculty and staff

- 97% of first-choice candidates recruited in 2016/2017, up from 93.6% in 2015/2016
- Workplace Wellness (Work Well) strategy implemented; focused on improving faculty and staff total health and well-being as informed by results of 2015 Quality of Work Life Survey; resulting in targeted and expanded programming and supports including implementation of Thrive mental health initiative
- ACHIEVE streamlined process and tools training/implementation by Agricultural Campus and ITS
- New Leadership Programming sets the stage for improvements and additions to leadership development activity

5.2 Foster a collegial culture grounded in diversity and inclusiveness

- Development and launch of Diversity and Inclusiveness Strategy
- Be Counted Census completed, with 88% of full-time and permanent part-time employees taking part; faculty response rate in DFA increased by 11.4%, in nonunion increased by 26.1%, in Medicine increased by 21.5% and in NSGEU non-faculty increased by 25.2%
- Be Counted Census shows that representation of racially visible employees increased from 8.3% to 11% and representation of Indigenous persons, persons with disabilities and self-identified LGBTQ showed moderate increases
- Be Counted Census labour market comparison and gap analysis shows that representation of women in middle management positions improved from -4.2 to full representation; representation of women in professorships declined from -8.5 to -11.4; representation of racially visible persons improved from -100.7 to -54; representation of Indigenous persons improved from -25.8 to -11.0; and gaps present in representation of persons with disabilities in clerical, trades and sales and service are still present
- Employment equity training provided to all senior admin and to academic and admin unit search committees
- Mi’kmaw flag raised on Studley and Agricultural Campuses
- Marcus Garvey Pan-African flag raised to honour African Heritage Month
- Introduction of Graduation Regalia including medicine pouches at convocation for Indigenous graduates and kente sash for African Canadian graduates
- Under the university’s strategic initiative on diversity and inclusiveness, a Mace Re-Visioning committee has been struck to rethink and commission the university mace, currently used during Convocation and Induction ceremonies, with the competition process underway to find a symbol that will better reflect the true history of Nova Scotia and Dalhousie University and represent all members of the Dalhousie community
- Faculty of Medicine created an Indigenous Health Program aimed at recruitment and retention of Indigenous students in medicine
- Faculty of Law created a first-year course on Aboriginal and Indigenous Law aimed at responding directly to the TRC Calls to Action
- Faculty of Agriculture initiatives to improve connections with local First Nations communities and increase recruitment and retention of Aboriginal Students included hiring a full-time Manager, Aboriginal Students; connecting Community Education Officer to educational programming in First Nations communities; and establishing External Advisory Council to engage local leaders in campus programming
- Appointment of Student Ombudsperson
5.3 Develop a multi-year, integrated budget
- Faculties undertook second year of work to better integrate resource and strategic planning

5.4 Reduce the deficit of our pension plan
- Discussions with employee groups through Pension Advisory Committee regarding changes to the Dalhousie University Staff Pension Plan that would yield a reduction in the amount and/or volatility of contributions
- Achieved a significant cost saving initiative to the Plan effective August 1, 2016 with an amendment that changed the Plan’s interest crediting rate to a GIC rate with agreement from employee groups
- Planning undertaken relating to collective bargaining with employee groups in 2017

5.5 Enhance our infrastructure with a multi-year capital plan that promotes environmentally sustainable development
- Halifax Thermal Plant Renewal Project ($72M) received first level Board approval and schematic design is well underway
- Fountain School of Performing Arts Facilities Project ($28M) received first level Board approval and schematic design is underway
- Construction of 2 new buildings began on Sexton Campus: Design Building and Innovation Building, LEED Gold targeted ($32M)
- Advanced Manufacturing and Ocean Engineering Hubs in C and C1 Buildings ($8M) underway on Sexton Campus
- Clean Technology Hub in F & P Buildings ($16.6M) underway on Sexton Campus
- Sexton Campus D Building Envelope Renewal ($7.5M) underway
- Fitness Centre Project ($23M) under construction
- Tupper Energy Performance Contract ($13M) underway
- Agricultural Campus Thermal Plant Renewal Project change from $24M to $26M
- Dalhousie Student Union (DSU) Building addition and renovation is complete ($10.7M)
- Dentistry Building and Clinic $26M renewal Phases 1 & 2 complete; remaining phases to be complete by January 2018
- Tupper Medical Building Levels 1 and 2 renovation to library, teaching labs, multi-purpose rooms and offices is complete ($5M)
- A comprehensive capital plan including 5 categories of capital spending was produced for 2016/2017 for review by the Board’s Capital Project and Facilities Committee

5.6 Improve the quality and inventory of research and teaching spaces
Teaching and Learning Spaces
- $603k in upgrades and renovations to teaching and learning spaces and AV equipment, including renovating Room 4055 in Ken Rowe, creating a student study space in LMU and renovating Room 220 in LSC

Student Experience
- $2.7M upgrades and renovation to research labs and equipment, including a completed $1.6M renovation in LSRI

5.7 Improve the effectiveness and efficiency of administrative and operational processes aligned with our academic mission
- Partnered with the College of Continuing Education to develop and deliver role-specific, hands-on skills development training on process improvement
- Secured resources to implement the technological changes to improve graduate student funding process
- Implemented e-tendering
### 2016/2017 DALHOUSIE BY THE NUMBERS

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<td>Partnering Countries</td>
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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.