

# DALHOUSIE UNIVERSITY STRATEGIC DIRECTION 2014–2018

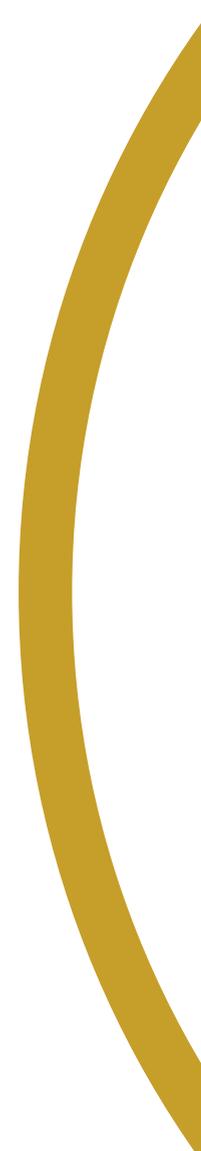
*Year 5 Progress Report, June 2019*



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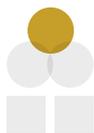
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# 1.0 TEACHING AND LEARNING

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## **GOAL: ENHANCE THE TRANSFORMATIVE POWER OF TEACHING AND LEARNING**

### **1.1 Increase retention and degree completion**

- Due to exceptional work in academic advising, Dalhousie one of 15 worldwide institutions invited to attend “Unleashing Greatness” Retreat at Florida Atlantic University
- On Track programs, 2018/2019 compared to 2017/2018: Demonstrated improvement in Back on Track participants’ persistence, with Back on Track students retained at 85% (compared to 69% for nonparticipants, and up from 81% in 2017/2018) and 75.8% receiving better marks in Winter term compared to Fall; 7.4% increase in students registered for Back on Track; 9% increase in students registered for Stay on Track; 51% increase in student advising appointments completed on average as part of Stay on Track; Start on Track (online) had 918 unique student completions, up 44%, with 29% of incoming students completing modules and total of 4,488 modules completed (up 71%) and average of 4.9 modules completed per student; Career on Track piloted with FASS, Science and Computer Science, focusing on career development, with 67 students registered and 81.8% participation rate
- In January 2019 alone, Bissett Student Success Centre (BSSC) advisors had meaningful contact with 1,071 unique students; 3,295 unique students in total for 2018/2019 (up until February 28, 2019), a 41% increase from 2017/2018; 61.9% increase in advising appointments in BSSC compared to 2017/2018; as of February 2019, over 54% of first-year FASS and Science students have been seen for advising in the Centre
- Advising professional development: 2019 advising symposium held in February on incorporating Appreciative Advising and social justice into advising practice; filled to capacity with a waitlist
- Early assessment: Pilot in Engineering showed early assessment results were strongly predictive of end of semester results; Dal Analytics working to determine if this correlation holds true in other participating faculties
- Currently consulting academic deans through Associate Deans’ Academic Council on transitioning academic dismissal to conditional continuance; once feedback incorporated, will be presented to Senate Learning and Teaching Committee
- Pedagogical best practices: 25 Active Learning Grants awarded, with all faculties represented
- English as Another Language (EAL) supports and interventions: Diagnostic English Language Needs Assessment (DELNA) pilot launched in Engineering in Fall 2018; 215 students participated; early analysis shows DELNA scores predictive of students’ end of semester grades, with strong correlation between reading speed and overall Fall term performance; DELNA offered in Winter semester to students in Agriculture and Computer Science; Dal Analytics performing deeper analysis of results
- Retention-targeted financial aid: \$2.5M raised for residence bursaries; infusion of additional funds to Student Assistance Program for areas with identifiable shortfalls; as of February 2019, almost \$111k in On Track micro-bursaries awarded to 228 students, with most common reasons for application cited as living expenses and academic tools and resources
- First- to second-year retention is 84% in 2018/2019, up from 83.4% in 2017/2018
- First- to third-year retention increased to 75.2% in 2018/2019, up from 73.9% in 2017/2018
- International student retention is 84%, up from 83.4% last year

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

- Student Success Strategy framework established to develop and renew institutional plans to optimize recruitment, retention and graduation of highly capable and diverse learners, including historically underrepresented students
- Record attendance across recruitment events, both general (open houses) and targeted (for instance specialized events for Indigenous and African Nova Scotian students and Faculty Preview Days)
- Integrated Marketing Team assembled to formalize efforts to increase alignment and effectiveness of academic planning, student recruitment and communications and marketing, with major projects to date including qualitative path to enrolment research and a web optimization review

- First successful electronic transfer of grades from Nova Scotia high schools took place in February, streamlining the application process for local students and reducing processing loads for the Registrar's Office; success of this initiative will have application for electronic delivery and receipt of post-secondary transcripts and other types of academic credentials, and supports the interests of the Groningen Declaration global agreement to increase student mobility
- Process map developed to support the Indigenous Student Access Pathway (ISAP) offered on the Agricultural Campus
- Agreed-upon "Definition of a Student" passed at Senate in the spirit of increasing affinity, access and support to those not formerly recognized as students on campus (e.g. English Language Upgrading)
- Scholarships and bursaries for undergraduate students (including the NS Bursary Program) was \$26.9M in 2018/2019 compared to \$24.7M in 2017/2018
- Enrolment increased to record 19,148, a 1.6% increase over 2017/2018
- Enrolment of international students increased to 21.9% of student body in 2018/2019, up from 20.4% in 2017/2018

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

- Targets for student access to primary and mental health support remain positive in Fall term, with goal of <1-day access to interprofessional primary and mental health support achieved 100% of the time and target of < 36 students on the waitlist for ongoing psychological therapy met on average with 27.8 students (high of 57/low of 15)
- Launched Behavioral Intervention Team to complement Student Crisis Team and enhance care for students with complex needs
- Partnered with the Atlantic Association of Universities and the province of Nova Scotia to launch e-mental health support for students, including Good2Talk and TAO (Therapist Assisted Online) support
- Campus consultation on Alcohol Harm Reduction Strategy carried out in Winter 2019, program slated to launch in July 2019; increased targeted programming for students through Dal After Dark and the Keep it Social campaign with a focus in residence in partnership with Residence and Student Life
- In partnership with Mental Health Commission of Canada and CSA, participated on national technical committee developing new Standard for Psychological Health and Safety for Post-secondary Students; campus consultations Winter 2019; anticipated launch 2020
- Ask a Chaplain program launched offering students opportunity to ask team of chaplains in Multifaith Services questions about faith and spirituality
- Multifaith Services' Monday Night Meal program continued at maximum capacity; an opportunity for students to connect with each other and the chaplains and enjoy a delicious free meal at the International Centre
- Student Impact awards in 23 award categories recognized 31 students and 8 student groups

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

- Senate policy on Faculty Reviews of Academic Programs passed on December 10, 2018
- 6 programs accredited in 2018 including Bachelor of Science Nursing (Halifax and Yarmouth sites), Bachelor of Social Work, Master of Social Work, Master of Public Administration, Master of Public Administration (Management)
- 5 programs have undergone accreditation review and are pending results: Post-Graduate Medical Education (PGME); all programs in the Rowe School of Business (BMgt, BComm, MBA Corporate Residency, MBA Financial Services/Leadership)
- Internal program reviews completed in 2018/2019: 4 Undergraduate, 5 Master's, 4 PhD, 2 Professional

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

#### **Program Development**

- Completion of review and Senate approval of modifications to the Dalhousie Certificates Framework, aimed to foster different levels of education and ensure nimbleness and flexibility, while ensuring institutional consistency and standards
- Work integrated learning: 9 awards for undergraduate research in the Arts and Social Sciences awarded in 2018/2019
- FASS/EX developed to provide Arts and Social Sciences students with information about experiential components of their degrees

## New Programs

- New programs approved: MSc in Business; Minor in Entrepreneurship and Innovation; Minor in Equine Studies
- New programs in development: Master of Business Administration (new combined MBA program); Master of Digital Innovation; MSc in Occupational Science; PhD in Resource, Environment and Sustainability
- New certificate programs approved: Certificate in Biomedical Engineering; Certificates in Nursing (Acute and Critical Care; Mental Health; Oncology; Public Health), Certificates in Management (Entrepreneurship and Innovation; Leading People and Organizations; Managing Data and Information; Marketing Management; Public Sector Management; Interdisciplinary Management)

## Teaching and Pedagogy

- Teaching and Learning Enhancement Grants: 15 projects, totaling almost \$43k
- Standardization of TopHat classroom response system; used by 4,548 students in 79 courses in Fall 2018 and 4,432 students in 61 courses in Winter 2019
- Lecture Capture now available in 24 classrooms (up from 18) and used in 55 classes (up from 42), with a total enrolment of 9,432 (up from 8,832)
- Hired new Manager, Educational Technology and Design (ATS, Libraries)
- Hired Curriculum Developer for Graduate Professional Skills (FGS, supported by CLT)
- E-learning Strategy created
- Held Building Belonging Forum Gatherings following each forum to discuss teaching and learning aspects of the forum
- Curriculum renewals: Computer Science, Pharmacy, Social Work
- Survey on active learning in September 2018 showed that most professors use some type of active learning technique, but the more difficult techniques are not in wide use
- Hosted 23rd annual Conference on University Teaching and Learning (DCUTL) (May 2019), with the theme “Diving Deep: Engaging Students Through Active Learning”
- Active Learning Workshop Series held in Winter term
- Sessional and part-time orientation held twice a year
- Hosted Association of Atlantic Universities Conference at Truro Campus with the theme “Engaging Learners through Experiential and High-Impact Practices”
- Faculty Certificate in Teaching and Learning (started January 2018) now has 98 registered participants with 2 faculty about to complete the program; 8 studio courses offered as part of the certificate
- Certificate in University Teaching and Learning for graduate students graduated 13 this year
- Teaching Assistant Enrichment Program had 16 graduates
- 3M National Teaching Fellowship: Dr. Anne-Marie Ryan (Earth Sciences)
- Dalhousie Teaching award recipients: Dalhousie Alumni Association Award of Excellence for Teaching, Matthew Schnurr; Award for Excellence in Education for Diversity, Suzanne Zinck; Dalhousie University Early Career Faculty Award of Excellence for Teaching, Scott Comber; Award for Excellence in Graduate Supervision, Susan Howlett; Contract and Limited-Term Faculty Award for Excellence in Teaching, Roderick (Rory) Chisholm; Sessional and Part-Time Instructor Award for Excellence in Teaching, Mark Wall and Samantha Cukier; President’s Graduate Teaching Assistant Award, Asmita Sodhi, Michael Beh and Landon Getz
- Scholarship of Teaching and Learning Grants: 4 grant recipients; Teaching and Learning Enhancement Grants: 15 recipients; Change One Thing Challenge: 1 recipient
- K. Lynn Educational Conference Presentation Travel Grant (new travel grant for faculty presenting on their teaching at conferences): 1 recipient
- Active Learning Grants: 25 recipients totaling \$39k

## 2.0 RESEARCH

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### **GOAL: EXPAND THE OPPORTUNITIES FOR RESEARCH, SCHOLARLY AND ARTISTIC WORK**

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

- In 2018/2019, Dalhousie had research grants/awards totaling approximately \$168M compared to \$156M in 2017/2018
- Number of applications for Tri-Agency funding competitions for 2017/2018 to 2018/2019: applications decreased from 85 to 72 for NSERC Discovery Grants; decreased from 86 to 72 for CIHR Project Grants; and decreased from 20 to 16 for SSHRC Insight Grants
- *Impact Together: Dalhousie's Research and Innovation Strategic Direction, 2018-2023* finalized and launched; grounded in UN's Sustainable Development Goals (SDGs)
- Dal Innovates suite of programming launched and operational ([dalinnovates.ca](http://dalinnovates.ca)) under oversight of Innovation and Entrepreneurship Steering Committee
- Academic Minors in Innovation and Entrepreneurship successfully approved, will start September 2019
- Internal awards created and inaugural competitions launched: VPRI International Seed Fund, Belong Research Fellowships, President's Excellence Research Awards
- Emera IDEAHub ready for launch in Spring 2019
- Creative Destruction Lab-Atlantic (CDL-Atlantic) started second round
- Sandboxes: 4th in Science opened (Surge), 5th in Health to open 2019
- Nova Scotia Integrated Health Research and Innovation Strategy (IHRIS) Network established governance structure, commenced startup activities and has project plan in place to ensure success
- Research Nova Scotia established; Dr. Alice Aikin appointed as inaugural board chair

#### **Major Research Project Awards**

- CFREF-funded Ocean Frontier Institute (OFI) fully operational with second-round competition for large-scale project funding underway
- Ocean Tracking Network received additional \$2.3M from Canada Foundation for Innovation for operations and maintenance support
- Solutions for Kids in Pain (SKIP) awarded funding as an NCE-Knowledge Mobilization project (\$1.6M over 3 years)
- Mitacs activity has increased; Globalink Research Awards proposal development for Strategic Clusters program for 2019-2022; Dalhousie moved from 11th to 6th in the country for participation in Mitacs
- The university had great success with external applications and awards in this period. Highlights:
  - o Dr Sherry Stewart's project "Univenture: A Partnership to Address Heavy Drinking and Other Substance Misuse on Canadian University Campuses" was awarded a \$2.5M SSHRC partnership grant;
  - o A \$1.62M collaboration led by Dr. Ian Hill at Dalhousie and Metamaterial Technologies Inc. (MTI), on light manipulation, was funded by the Mitacs Accelerate program, the largest-ever Mitacs award in Atlantic Canada;
  - o \$2M in awards to 8 Dal early career researchers, from the New Frontiers in Research Fund (NFRF)

#### **Tracking of Research Performance**

- Analysis of trend of research awards by major source reveals increase 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 3.8% 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: 64% for NSERC (compared to 62% in 2017/2018); 17% for CIHR (compared to 12.8% in 2017/2018); and 25% for SSHRC (compared to 55% in 2017/2018)

## 2.2 Attract and retain outstanding academics

### Canada Research Chairs (CRC) Program

- Dalhousie gained 11 new Canada Research Chairs (3 Tier 1, 8 Tier 2; 4 CIHR, 4 NSERC, 3 SSHRC), increasing the total available Canada Research Chairs at Dalhousie from 49 to 60
- 4 new Tier 1 CRCs and 3 new Tier 2 CRCs were awarded (six were awarded to new hires at Dalhousie)
- Dalhousie reconfirms its commitment to the Equity, Diversity and Inclusion Action Plan set out for the Canada Research Chairs Program by the Federal Government and has implemented approaches to ensure all hiring competitions are attracting a diverse group of candidates; CRC Chairs have been allocated to support diversity candidates to ensure that Dalhousie meets or exceeds its equity targets for all four designated groups (women, visible minorities, people with a disability, Indigenous peoples)

### NSERC Industrial Research Chairs

- Dalhousie currently holds 5 NSERC IRCs; program is being phased out by NSERC, and as of February 1, 2019 is no longer accepting new applications or renewals; NSERC has consolidated its Research Partnership grants into a single program, Alliance grants

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

- Graduate students were awarded \$29.3M in scholarships and bursaries (including the NS Bursary Program) in 2018/2019 compared to \$28.5M in 2017/2018
- Dalhousie has 141 post-doctoral fellows as of 2018/2019, compared to 132 in 2017/2018
- Fee structure for PhD students at Dal reviewed as part of initiative to support doubling number of PhDs; waiving of international differential fees for PhDs, normalizing tuition over 4 years of the degree approved by Board of Governors
- Proposal, in collaboration with Suzanne Sheffield at CLT, to create a Professional Development Certificate for Graduate Students and Post Doctoral Fellows approved; curriculum developer hired on a three-year contract
- FGS website undergoing redesign

## 2.4 Foster undergraduate research

- NSERC USRA awards: 63 in Science, 16 in Engineering, 4 in Computer Science, 3 in Agriculture
- ILA SSRS awards: 5 awarded (Science, Health, Engineering, Computer Science, Medicine)

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

### Major Research Awards and Prizes

#### Royal Society of Canada: Fellows

Janice Graham  
Sara Iverson  
Sherry Stewart  
Ian Meinertzhagen  
Marlon Lewis  
Michael Ungar

#### Royal Society of Canada College of New Scholars, Artists and Scientists: Members

Natalie Rosen  
Sean Myles  
Anna MacLeod

#### SSHRC Impact Awards: Connection

Jennifer Llewellyn

#### Canadian Academy of Health Sciences: Fellows

Sultan Darvesh  
Christopher McMaster

#### Discovery Awards

Erin Bertrand — Emerging Professional

Gerhard Stroink —Hall of Fame

Michael Schmidt (DMF Medical) — Innovation

Patrick McGrath — Professional of Distinction

Kevin Hewitt — Science Champion

#### Engineers Canada: Support of Women in the Engineering Profession Award

Mae Seto

#### The Martin Bergmann Medal for Excellence in Arctic Leadership or Science

James Drummond

#### Research Facilities and Processes

- ROMEO Researcher Portal launched November 2018
- UNIWeb purchased and implemented as a tool for the research community to track CVs, annual reports, CommonCV etc.
- Centres and Institutes policy revised: VPRI now managing on behalf of Senate, goal to make Centres and Institutes the hubs of collaborative research at Dal
- Reorganization of Office of Research Services with Director/Finance Manager and an additional facilitator hired for grants

## 3.0 SERVICE

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### **GOAL: CATALYZE THE INTELLECTUAL, SOCIAL AND ECONOMIC DEVELOPMENT OF OUR COMMUNITIES**

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

##### Experiential and Work Integrated Learning

- Co-ops: 8.2% annual growth in co-op work terms since last year, to 2,209 in total; 5-year increase is 23.8%
- 100% of students have access to Experiential Learning
- 23.3% of students participated in Work Integrated Learning in 2018/2019, up from 22.1% in 2017/2018

##### Sandboxes

- Idea Sandbox: A total of 440 students participated in seminars, 185 in workshops and 16 in the bootcamp program; 6 faculty and 2 industry seminars; 16 faculty workshops; \$70K in direct student funding for projects
- ShiftKey Labs: 1,175 students participated in 59 ShiftKey Labs events in 2018/2019, with 3 new incorporated businesses launched (Sunreport, Kavi, Duneworld) and 3 teams in active support; 3 Hackathons held in 2018/2019 with 70 total participants
- SURGE (Science Unleashed: Research Growing the Economy) Sandbox established; new innovation course for fourth-year students launched (SCIE 4705: Science Innovation, Commercialization, and Entrepreneurship) with 16 students enrolled; 3 Hackathons with 73 student participants; 1 Discover Event with 15 participants
- Cultiv8: 2,129 attendees at 42 events; 43 students at deep engagement for weekly programming; 60 students for a 12-day intensive design challenge; community/student engagement involved a mix of 195 students and public; became an incubator for Mitacs with first client, a PhD student; also engaged Millbrook First Nations to pursue collaboration opportunities

##### Entrepreneurship

- 11 creativity, innovation and entrepreneurship courses offered; 449 students
- Creative Destruction Lab-Atlantic (CDL-Atlantic), based at the Rowe School of Business, is a proven milestone-based coaching and seed stage financing program for massively scalable tech and science-based startups and after only two years, is recognized as a key contributor to the innovation and entrepreneurship landscape in Atlantic Canada; highlights of 2018/2019 included:
  - o Ventures – Cohort 1 raised just under \$10M in equity financing, and Cohort 2 is on-track for same
  - o Atlantic University Partnership in which students and faculty from Saint Mary's University, University of New Brunswick, University of Prince Edward Island and Memorial University can participate in the CDL-Atlantic course and experience the meetings
  - o Diversity Project to include young women, First Nations and African Nova Scotian high school students with an opportunity to participate in CDL-Atlantic sessions by shadowing a mentor
  - o AI Research Project to identify high potential startup companies
  - o CDL Course expanded, including students from other Atlantic Canada research universities via MOUs with Memorial, UPEI, UNB and SMU
  - o Workshops which support CDL-Atlantic ventures in preparing for participation in the program and potential investment with support from leading faculty from MIT

##### Innovation Spaces

- Emera ideaHUB had 9 startup companies, each with a Dal affiliation, accepted to participate in the Emera ideaHUB Bridge residency program designed to support early stage startups with a focus on the commercialization of physical products and innovative technologies

## Commercialization of Research

- In 2018/2019, Industry Liaison and Innovation Office supported 316 research and service agreements (from 331 in 2017/2018), 35 patent filings (from 36 in 2017/2018), 9 technology licenses (from 4 in 2017/2018) and 89 startups (from 52 in 2017/2018)
- Dal undertook 88% of industry-supported research in Nova Scotia with post-secondary institutions
- Innovation & Entrepreneurship (I&E) Steering Committee, Planning and Budgeting: Implemented I&E Steering Committee, under the leadership of the VPRI, with a broad senior membership including the Provost, VPs and Deans; implemented a coherent and comprehensive planning and budgeting process for 2018/2019
- ideaHUB: Launched the Emera ideaHUB; developed new programming focusing on building products, including an incubator to help bridge student- and researcher-led companies
- NNCE Review: The Faculty of Management responded to the review of the Norman Newman Centre for Entrepreneurship (NNCE) with a go-forward plan, revamping programming and structure
- MIT REAP, Ocean Supercluster and ONSIDE: MIT Regional Entrepreneurship Accelerator Program (REAP) was led by past Dalhousie President Richard Florizone and catalyzed the creation of ONSIDE, which is designed to encourage inclusivity and diversity across Nova Scotia in innovation-driven entrepreneurship; the Nova Scotia MIT REAP team also helped catalyze the new Ocean Supercluster, a \$300M+ initiative that brings industry, government and universities together to drive applied research and innovation to grow the ocean economy
- Dal Innovates brand, website, marketing materials updated to reflect Dalhousie's curricular and extra-curricular programming
- Technology Law Clinic: Launching the Stewart McKelvey Technology Law Clinic; students in this clinic will work with entrepreneurs, other students and startups in the university and the wider community to offer early-stage legal information and advice
- New Minor involving innovation and entrepreneurship will provide undergraduate students in five faculties with an opportunity to develop skills related to design thinking, innovation, new ventures and entrepreneurship; will increase the pool of students engaging in sandboxes, LaunchDal, ideaHUB and CDL-Atlantic
- I-INC: Dalhousie has joined and become one of four national nodes for the Incubate-Innovate Network of Canada (I-INC), which accelerates science and technology-enabled innovation, productivity and job creation through programs which enhance the individual and collective innovation impact of its member Canadian research universities; I-INC members collaborate in delivering local, regional and national programs to move research from labs to global markets

### **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

- In August 2018, School of Social Work Community Clinic moved to new location at 6054 Quinpool Rd; since April 2018, provided support to 192 clients in clinic or community and provided phone support to approximately 40 additional clients; provided work placement experience to 29 students from Social Work, Occupational Therapy, Psychology, Pharmacy, Nursing, Nutrition, and Medicine; in April 2019, Clinic was the recipient of the Faculty of Health William Webster Excellence in Interprofessional Education Award, recognizing “a team which has demonstrated excellence in teaching and/or leadership with regard to implementing and/or developing innovative, effective and sustainable IPE opportunities”
- Dalhousie Legal Aid Services opened 219 new files between April 1, 2018 and March 31, 2019 (6 new community files, 55 in the area of administrative or poverty law, 28 adult and child protection, 62 young persons involved in the criminal justice system, 1 adult criminal and 67 family law files) and 663 Telelinks, in which clients were assisted over the phone or drop in; reception referred 817 callers to private lawyers, Legal Information Society of Nova Scotia, Nova Scotia Legal Aid and Dal's tenant rights project
- In 2018, 206 Dentistry and Dental Hygiene students completed 20,994 appointments in the Faculty's dentistry clinics on and off campus

#### Community Outreach

- The Dalhousie Agricultural Campus MacRae Library's Seed Library has 203 registered users and lent 41 seed packets in the last year, with approximately 615 seeds introduced into the community; staff continued to provide expertise and collaboration with seed libraries around the country, and provided programming for Seedy Saturday, local schools and youth camps, engaging with over 232 people at various events

- Student-led fundraising activities such as the Movember initiative and Five Days for the Homeless raised over \$60k and \$16k respectively and over 100 students participated in volunteer opportunities across the Halifax Regional Municipality on Community Day; for the second consecutive year, faculty and staff ran at the Blue Nose Marathon to raise funds for the IWK; every spring, faculty and staff participate in the United Way Day of Caring; in tax season, Prof. Laura Cumming and Prof. Jenny Zhang supervised a group of undergraduate business students in the Income Tax Clinic to help students and members of the community complete income tax returns

#### Student Health and Wellness

- Continued partnership with the School of Nursing, providing community placements for 40 nursing students annually, who delivered mobile flu shot and STI clinics and participated in a variety of health promotion activities including the popular *Ask a Nurse* program, where students can anonymously submit health questions online to nursing students and staff
- Clinical psychology doctoral students led anxiety and resilience-building counselling groups; leadership of group counselling programs has now become embedded as part of the PhD program at Dalhousie

#### Youth Programs

- The Imhotep's Legacy Academy (ILA) programs foster interest in science, technology, engineering and mathematics (STEM) among students of African heritage in Grades 6 to 12 and continues its growing influence, with over 1,484 students reached in 2018/2019 and increased enrolment in after-school and tutoring programs; at least 39 ILA high school graduates have been students at Dalhousie with at least 38 other ILA graduates enrolled at other universities and colleges; on average, 87% of ILA students graduating high school are in STEM studies
- Each summer, Dalhousie welcomes 54 exceptional high school students from across the country to the month-long SHAD summer program; university-level academic content with a STEAM+innovation focus is provided by Dal faculty, staff and students, an essential element of this transformational program
- Dalhousie's Supernova program offered classroom workshops, clubs, events and 70 summer on-campus camp programs for youth interested in science, engineering, technology and mathematics (STEM), with an overall registration increase to 1,100 (up from 944 in 2018)
- PLANS (Promoting Leadership in health for African Nova Scotians) program hosts university transition and health science summer camps providing an interactive opportunity to learn about health programs, career pathways and post-secondary study and has seen 45 of its health science and PLANS prep institute camp alumni graduate high school and 36 enroll in a post-secondary program with 22 in a health or science program; 6 medical students of African descent graduated from Dalhousie Medicine in 2018

#### Volunteerism

- Angus MacIntosh (Cross Country) recognized as AUS Community Service Award winner for efforts in combining athletics, academics and community service
- 275 student varsity athletes invested over 4,000 hours of volunteer service to a variety of community groups in 2018/2019
- Sven Stammerger (Men's Basketball) honoured by the Governor General as a Top 8 Academic All Canadian (1 of 8 student-athletes recognized from among over 12,000 student-athletes in Canada); award recognizes athletic and academic excellence while also highlighting contributions to the community
- 195 alumni have registered as willing to volunteer and 132 active alumni volunteers are involved in meaningful roles to support students, engagement and the mission of the university

## 4.0 PARTNERSHIP AND REPUTATION

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### GOAL: TAKE OUR PLACE NATIONALLY AND INTERNATIONALLY

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

- International partnerships: 52 new partnerships (including 24 renewals) in 25 countries; total of 252 active agreements in 2018/2019, slightly down from 253 in 2017/2018
- Support for increased international learning experiences: With establishment of the Go Beyond Borders Bursary Program, Dalhousie has increased number of and support to student international learning experiences, with 140 students across 9 faculties pursuing international learning experiences in 25 countries
- Alumni engagement:
  - o 200th anniversary celebration provided opportunity to embark on significant alumni and external engagement initiatives, including:
    - Dal branded bus travelled 6,000 kms across Canada to celebrate with alumni and friends from Vancouver to St. John's; served 2,000 lobster rolls and 1,700 donairs during East Coast-themed events, showcased 200th alumni video, and were greeted with Black and Gold proclamations, reminiscing guest alumni speakers and excited crowds; bus served as a travelling billboard for the university and the program allowed Dalhousie to tell stories of how Dal alumni are having a positive impact on the world; partnered with United Way to highlight alumni who contribute to their communities in Canada
    - Celebratory events held in Iqaluit, Hong Kong and Boston, with a highlight in London, U.K. where Lord Dalhousie joined the event at the High Commission of Canada
    - Concluded anniversary events with IGNITE, a sold-out evening with 1,200 guests to celebrate Dalhousie's research, returns to society and alumni
    - Engagement initiatives coordinated across the university, with a variety of faculties and units collaborating, drew over 38,000 attendees
    - Social media impressions grew by 30%; #dal200 hashtag was used 6,395 times; paid/sponsored media generated 96M impressions; earned media generated 694 online media mentions, and 222 broadcast media mentions for a total reach of 240M; successfully secured sponsorships with key industry partners; total media sponsorship, including in-kind, reached the \$1M mark
  - o Homecoming included 5th President's Fun Run which was the largest attended to date; Homecoming Football Game included an event to honour the "Decade Greats" (past football athletes of Dalhousie)
  - o Invited alumni and donors to attend five building openings
  - o Alumni made up a portion of the audience for the Bicentennial Launch and closing ceremony, with alumni representation from 7 decades
  - o *Dalhousie University: A 200th Anniversary Portrait* keepsake book was published and presented to all graduates of 2018, with the support of affinity partners TD Insurance; initiative supported the student to alumni transition work
  - o Each faculty hosted special events for their respective alumni and were well attended, including:
    - Faculty of Health's Healthy Life Conference where the community worked out with fitness icon Shaun T
    - The Fountain School of Performing Arts presented Drums and Organs (or the Modern Frankenstein) to sold-out audiences
    - George Elliott Clark's reading of an epic poem "The Story of Dalhousie" was enjoyed at several events including at City Hall
    - Opening of the Alumni Gardens at the Agricultural Campus

- Virtual Lobby Exhibit celebrating women in computing at the Goldberg Computer Science Building drew over 250 visitors
- The JD McLean Lecture in Dentistry with Dr. Paul Allison drew over 350 alumni
- Law hosted the Best of Mini Law School Series
- Management's Ethics in Action Gala featuring the Honourable Romeo A. Dallaire drew over 280 attendees
- 200th Circles, an artwork commissioned for Dal's 200th brought Erik Demaine, Dal's youngest-ever graduate and MIT professor to campus to unveil his sculpture
- Alumni, donors and friends were invited to key events including Belong Forums and The Great Debate
- Dalhousie Med celebrated their 150th anniversary with 1,200 guests at the Nova Centre
- In Calgary, Aggies brought alumni together during the Calgary Stampede
- Engineering and Athletics held golf tournaments to bring together alumni and friends
- Dal participated in the Parade of Lights
- Hosted 4th Annual International Student Holiday Dinner funded by alumni around the world
- The Shaar Shalom Lecture featured Stephen Lewis and drew over 600 alumni and community members
- Ask an Astronaut with David Saint-Jacques drew over 250 participants including many students from across Halifax
- Agriculture hosted a unique farm-to-table dinner for alumni and a Dal 200th branded corn maze event
- Dozens of IDEA Building tours were hosted
- Partnered with TD and CGI on a Women in Tech panel
- Many reunions across faculties were held with several announcing class projects in support of Dal
  - o Building Dal Alumni Global Networks and have secured ambassadors across the country and internationally; alumni benefits program has been a tremendous success with over 3,000 cards requested
  - o Launched Alumni Days in the spring, connecting alumni and community to Dal convocation celebrations; hosted events on timely subjects during this 4-day event to elevate the profile of Dal locally and globally

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

##### Faculty Awards/Excellence

- Jeff Karabanow (School of Social Work) awarded Senate 150 Anniversary Medal
- Academics:
- Anne-Marie Ryan: 2019 Recipient of 3M Teaching Fellowship
- Afua Cooper: Named HRM Poet Laureate
- Mary Brooks: First woman to receive the most distinguished international prize in her field, the Onassis Prize in Shipping
- Jennifer Llewellyn: Wins SSHRC Impact Award for restorative justice work
- Jean Marshall: Captured Canada's top academic prize given annually by the Canadian Society for Immunology
- New president's awards recognize research achievement: Jocelyn Downie (Law), Christine Chambers (Pediatrics), Howard Ramos (Sociology & Social Anthropology), Ingrid Waldron (Nursing), Marsha Campbell-Yeo (Nursing), Robin Urquhart (Surgery), Natalie Rosen (Psychology & Neuroscience), Alex Quinn (Physiology and Biophysics), Alex Speed (Chemistry), Tony Walker (Resource and Environmental Studies)
- Gail Tomblin Murphy, School of Nursing director appointed vice-president of research and innovation for Nova Scotia Health Authority
- Rita Orji, Computer Science professor recognized for digital leadership
- Ingrid Sketris, professor of Pharmacy with cross-appointments to the Department of Community Health & Epidemiology and School of Health Administration, and Matthew Herder, associate professor in the faculties of Medicine and Law and director of the Health Law Institute appointed to Canada's Patented Medicine Prices Review Board
- Stan Kutcher (Psychiatry) named to Senate of Canada
- Pathways to potential — Imhotep's Legacy Academy receives first Dal President's Award for Equity, Diversity and Inclusion
- Dal Med School welcomed new James Robinson Johnston Chair in Black Canadian Studies, Dr. OmiSoore H. Dryden
- Dalhousie celebrated 99 U SPORTS Academic All-Canadians in 2018/2019

## Media Coverage

### 200th

- Successful promotion and conclusion of 200th anniversary (see Strategic Priority 4.4)
- 200th anniversary received significant coverage in media and reputation tracking

### Communications/marketing

- Awarded the Reputation Research contract and launched the project in January 2019: qualitative phase is complete with interviews evenly balanced between internal and external community members; quantitative phase is ongoing
- Creation of a Strategic Enrolment Management Integrated Marketing Plan to align academic program planning, student recruitment and communications and marketing in support of recruitment, conversion, retention; institutional strengths and goals; and reputation (see Strategic Priority 1.2)
- Social media growth: 11% increase on Facebook and Twitter (reached 20,000 followers milestone on Twitter), 7% increase on LinkedIn, 42% increase on Instagram; Twitter handle name change and verification achieved making Dal more competitive with other universities
- Introduced new undergraduate recruitment platform (Make Progress) that aligns with the changing demographics of our target audience and positions Dalhousie as a place that helps shape lives filled with purpose
- Support for leadership transition, including farewell activities for Richard Florizone, on-boarding of Interim President Peter MacKinnon and search for next president
- Significant 2018/2019 stories/wins:
  - o Dal evolutionary biologists uncover a new branch on the Tree of Life (November 2018)
  - o Grand opening of IDEA Project (October 2018)
  - o Opening of the Dalplex Fitness Centre (May 2018)
  - o Partnership with the National Centre for Truth & Reconciliation (February 2019)
  - o Largest-ever class of Royal Society of Canada honourees: six as RSC Fellows and three as Members of the College of New Scholars, Artists and Scientists (September 2018)
  - o Schulich School of Law moves up in ranking of world's best law schools (October 2018)
  - o Dal hosts AUS Men's Basketball Final 8 (March 2019)
  - o Day of Active Learning welcomes 45 youth to campus in partnership with United Way Halifax for a day camp full of hands-on activities (July 2018)
  - o Dal hosts Canadian Space Agency astronaut live chat (March 2019)
  - o Dal dentist, Sachin Seth, competes on CBC's Great Canadian Baking Show (September 2018)
  - o Earth Sciences prof Anne-Marie Ryan named a 3M Fellow (Feb 2019)
  - o Dal-based Roméo Dallaire Child Soldiers Initiative had a private audience with Pope Francis at the Vatican (January 2019)

### **4.3 Develop a plan to secure and maintain top 200 status**

- Dal ranked 251-300 in Times Higher Education (THE) World University Rankings (consistent with previous release); and ranked 279 in Quacquarelli Symonds World University Rankings (QS) (279 last year)
- Dalhousie appears in the top 200 rankings in 5 QS subject areas (down from 6 last year), including Earth and Marine Sciences, where Dal ranks in the top 100 universities worldwide
- THE subject rankings: Dal ranks in 65th place for Law and ranks in the top 175 for Psychology

### **4.4 Prepare for Dalhousie's 200th Anniversary in 2018**

- In June 2018, as part of the 200th celebration, Peter Duinker led a large team in planting 200 trees across campus
- Coast to Coast Celebration of 200th Anniversary involved 13 events and 2,400 alumni
- Completion of 7 Belong Forums as part of the Year of Belonging, including the inaugural Viola Desmond Legacy Lecture with Angela Davis
- The Great Debate packed the Rebecca Cohn auditorium with 1,000 attendees, including 350 grade 7-12 students as part of STEMfest 2018
- 32,000 in-person attendees of Dal 200th events and 6,400 viewers online
- Computer Science Women in Tech recruitment to close the gender gap in computer sciences resulted in applications from female students, up 113% over last year's recruitment; resulted in a 144% increase in female students entering first year in September 2018 (compared to previous year); 32 received new Women in Technology scholarships

- Outstanding participation and involvement of key audiences in 200th events; 34.5% community members/friends/donors, 32.4% students, 17% faculty/staff and retirees, 16% alumni
- \$100k advertising budget garnered over \$1M in value through media sponsorships

#### **4.5 Attract additional external investment**

- More than \$39M committed in external philanthropic support
- Engineering and Architecture IDEA Project opened to students, including the Emera IDEA building (containing the Emera ideaHUB) and the Richard Murray Design Building (containing the Irving Oil Auditorium)
- Dr. William Murphy Dental Clinic opened to students and patients
- Student Learning Commons on Agricultural Campus opened
- Groundbreaking set for spring 2019 for the Performing Arts Centre project, supported by the provincial government's \$10M contribution to the Performing Arts Campaign, and more than \$4.5M in private philanthropic support in 2019, including two new commitments of \$2M each
- More than \$145k raised to support On Track Microbursaries (more than \$216k to date)
- Almost \$6M raised for student financial aid, retention initiatives and student services
- More than \$200k raised for Black and Indigenous programs and student support
- Operationalization of partnership agreement between Dalhousie University and Dalhousie Medical Research Foundation; DMRF has seen almost \$5.7M in new commitments for health and medical research in 2018/2019
- Direct involvement in attracting \$9.1M in research investment in Dalhousie
- More than \$355k raised for experiential learning opportunities

## 5.0 INFRASTRUCTURE AND SUPPORT

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### **GOAL: BUILD OUR INSTITUTIONAL CAPACITIES**

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

- 90% first-choice candidates hired (staff and faculty)
- Successful launch of Talent Pathways (TP) program providing temporary employment opportunities at Dalhousie for equity-seeking candidates; partnerships established with local organizations including ISANS and Greater Halifax Partnership; growing roster of candidates (currently over 100 screened and pre-qualified candidates at the ready); 12 successful placements to date and more in progress; development of TP program phase two underway focusing on providing career development opportunities for internal equity-seeking candidates, including leadership opportunities, e.g. secondments, acting assignments and other temporary opportunities
- Continued growth and diversification of leadership development programming, including an updated Supervisory Development Program for early career managers and the launch/completion of first wave of the new Academic Leadership Certificate program, facilitated by Dalhousie Executive Education
- Establishment of Dalhousie's Workplace Wellness Grants Program to fund projects that support workplace wellness at the faculty/unit level

#### **5.2 Foster a collegial culture grounded in diversity and inclusiveness**

- The fourth annual Be Counted Census was completed November 2018 with employee response rate at 90%; student self-identification information at 71%; since its launch in 2015, 4,413 faculty and staff and 106,407 students have completed the census, including admission applications
- Dalhousie's Diversity and Inclusiveness Strategy focuses on four primary pillars of campus activity:
  1. Climate and Intergroup Relations
  2. Student Access and Success
  3. Education and Research
  4. Structures – Institutional Viability and Vitality.

Highlights from 2018-2019 include:

##### Climate and Intergroup Relations:

- Scholarly Panel to examine Lord Dalhousie's legacy concerning the Black community and Dalhousie University's historic links to the institution of slavery presented preliminary results in November 2018
- 16 Faculties and administrative units, the Board of Governors, Senate and Dalhousie senior administration have engaged in EDI training
- Inaugural Mi'kmaq Grand Council flag flying on Agricultural Campus in 2018
- Mural installed at Faculty of Agriculture recognizing Mi'kmaq territory
- Renamed River Road on Agricultural Campus using Mi'kmaq language
- Belong Forum speaker series presenters were signature events in Dalhousie's 200 Anniversary celebration
- Angela Davis was featured as the Inaugural Viola Desmond Lecture, with the lecture series to continue annually
- Articulated commitment to the UN Declaration of the Decade of People of African Descent with related action
- Worked with African Nova Scotian faculty, staff and students to develop an embedded institutional strategy
- Developed an independent wellness strategy for equity seeking groups at Dalhousie University where need is identified under the Quality of Work Life Survey
- Relocated and invested in Imhotep Legacy Space infrastructure; unveiled in Winter 2019

#### Student Access and Success:

- Inventory of Educational Equity policies (ie. equitable admission policies) is complete
- Targeted outreach to African Nova Scotian and Indigenous students and communities with facilitated follow-up processes designed to remove barriers to access implemented
- Developed video resource for students, faculty and staff highlighting Dalhousie's EDI commitments
- Indigenous Student Access Pathway launched September 2018 for first students
- Revisions are in progress for bursary and scholarship disbursement plans
- The Black Student Advising Centre has begun work with South House to offer self-care and wellness sessions for students
- The Bissett Student Success Centre hosted a campus-wide Advising and Social Justice Symposium in 2018 and 2019
- Student Affairs is developing a studio course on Social Justice and Advising

#### Education and Research:

- Training is ongoing for academic leaders and search committees regarding the importance of diversity considerations in academic career development
- DFA Collective agreement language was negotiated recognizing diverse ways of knowing, teaching and research
- DFA Collective agreement language was negotiated to ensure that collegial committees (ex. T&P) are culturally competent
- Discussions are underway to develop a university-level program for embedding EDI into curricula
- Embedded into the draft Senate Policy for Faculty-led reviews in academic programs a policy statement relating to reviewing through the lens of diversity and inclusiveness, including curricular content, methods of delivery and assessment of learners' knowledge and skills
- MacEachen Institute's Public Policy Speaker series contains regular EDI content
- Developed fellowship award for pre-tenure faculty in equity seeking groups; inaugural awards granted to five faculty members in 2018/2019
- Preparation of procedures document to complement the in-progress Senate Policy for Academic Program Reviews; passed by Senate in December 2018

#### Structures – Institutional Viability and Vitality:

- 18 of 22 identified FCP equity gaps have been reduced or closed
- Developed and implemented working strategy on overcoming barriers to accessing employment; significant outreach work with community groups has begun; database of candidates is developing and first hires have occurred
- Developed a working strategy to support accessibility of leadership opportunities for designated community members; revisions to the Senior Administrative Appointments Policy are being considered
- Faculty of Medicine struck a Diversity in Leadership task force to explore professional pathways to leadership position
- Developed and implemented comprehensive diversity professional development program in all Faculties and Departments; program has been developed and was approved by the Provost Committee in March 2018
- Dalhousie's first Sexualized Violence Policy is complete
- Dalhousie's first Gender Affirmation Policy is complete
- Dalhousie Athletics has adopted the U Sports Policy for Transgender Student Athletes
- 55 new accessible washrooms have been installed or renovated on Dalhousie campuses
- Dalplex universal change room and accessible washrooms are now available
- New position created and hired for Accessibility Planning Specialist
- Accessibility audit of 3.3 million square feet on Dalhousie campuses complete, with an additional 2.5 million square feet outstanding
- Created an annual award for individuals, faculties and units who demonstrate commitment to diversity in the Dalhousie community; first annual award was granted in 2018 to Imhotep's Legacy Academy at Dalhousie's inaugural Legacy Awards event

### 5.3 Develop a multi-year, integrated budget

- The maturation of the multi-year planning process has strengthened linkages and integration with strategic plans, resources and infrastructure improvements; infrastructure implications are being considered as university strategic plans are developed, with Faculties and other units encouraged to state infrastructure requirements at least one year ahead of planned projects and Facilities Management to be provided with updated strategic plans at the time of their completion; discussions with Research Services are ongoing to address source of funds for legacy systems and to better anticipate and plan for infrastructure requirements associated with major grant awards

### 5.4 Reduce the deficit of our pension plan

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

### 5.5 Enhance our infrastructure with a multi-year capital plan that promotes environmentally sustainable development

#### Major projects completed in 2018:

- Tupper energy performance contract (\$13M) May 2018
- AC Learning Commons (\$2M) May 2018
- Fitness Centre project (\$23M) June 2018
- AC biomass plant renewal project (\$26.5M) June 2018
- Strategic Investment Fund IDEA Projects (\$64M): March 2018
  - o Emera IDEA Building
  - o Emera ideaHUB
  - o Richard Murray Design Building
  - o Advanced Manufacturing and Ocean Engineering Hubs in C and C1 Buildings
  - o Clean Technology Hub in F & P Buildings
  - o D Building envelope renewal
  - o Related projects – Green Corridor, Collider, Tech and Imhotep

#### Major projects started in 2018:

- Dalhousie Arts Centre addition
- Halifax Thermal Plant Renewal Project
- Accessibility audits per Nova Scotia Accessibility Act will be complete Winter 2019
- Multi-year Capital Management Plan started in 2018 will be complete in Fall 2019
  
- The major work over the past year was completion of a review and revision for deferred maintenance; process will be going to the Board Capital Planning and Facilities Committee in Fall 2019
- Improved linkages between Faculties and admin units continue to better anticipate infrastructure planning and construction; classroom planning cycle has improved to the goal set to have a 2- to 3-year planning window (apart from the emergency issues that arise)

### 5.6 Improve the quality and inventory of research and teaching spaces

#### Teaching and Learning Spaces

- \$7.4M upgrades to teaching and learning spaces and AV equipment, including Ondaatje Hall seat replacement in McCain Building, exhibition room renovation in Architecture and Planning building, and classroom renovations in Law Building and A Building

#### Student Experience

- Expenditures of \$8.7M including \$1.7M renewal of bleachers and fieldhouse floor in Dalplex; \$3.9M in washroom and envelope renewal of residence buildings in Halifax and Agricultural Campuses

#### Research

- \$3.1M upgrades and renovation to research labs and equipment, including \$620k in Cox Building, \$1.1M in Tupper Building, and \$220k in Dunn Building

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

- Online grant paid payroll form launched April 2019, with video instruction; improved process will ensure pay is accurate and on time and will reduce time required from researchers, departments, research accounting, academic staff relations and payroll
- Time required to recruit and hire NSGEU 99 employees will be significantly reduced by removing redundant steps and inspections and by providing tailored training on standard process and resources
- Elapsed time required for academic program proposals will be reduced as the processes for assessment by Finance, ITS, FM, Library and Centre for Learning and Teaching are clarified, process flow improved and standard criteria for assessment established
- Number of internal experts has increased and capacity for process improvement in Dalhousie's service units continues to grow through training and coaching employees in Dalhousie's Lean Process Improvement methodology
- Seven process improvement projects introduced (Facilities Management Budget Development, Variance Reporting and Monitoring; Procurement Card; Arts Centre Rental Client Payments; Energy and Utility Budget Development, Variance Reporting & Monitoring; Research Financial Account Opening; Classroom Renewal; and Standard Form Research Contracts) that will improve quality, remove complexity and work to deliver service that meets customer expectations, enabling leaders and process owners to engage their employees in a meaningful way to improve service, facilitate co-operation between units, motivate and build momentum for positive change

## OUR WAY FORWARD

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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](https://dal.ca/forward).

