IMPACT

DALHOUSIE UNIVERSITY STRATEGIC DIRECTION 2014-2019

FINAL PROGRESS REPORT FIVE-YEAR HIGHLIGHTS JUNE 2019
# FIVE YEAR PROGRESS REPORT

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It has been evident to me that ‘nobody does anything alone’ has truly been foundational to this plan and embodies the spirit of Dal.

DR. TERI BALSER
Provost and Vice-President Academic
MESSAGE FROM THE PROVOST

IN A YEAR MARKED BY DALHOUSIE MILESTONES—first and foremost among them our 200th anniversary—the completion of the university’s most recent Strategic Direction, Inspiration and Impact, is another cause for celebration. Congratulations to all on a job well done.

This plan is an amazing piece of work. In its outcomes, you can see the passion and commitment of our faculty, staff, students, retirees, Board, Senate, alumni, donors and government and industry partners—all of whom have helped bring these five strategic areas and priorities to life. Working together, the Dalhousie community built this Strategic Direction from the 100 Days of Listening, turning it into a robust university plan based on action and accountability.

The results are impactful. During the past five years, Dalhousie has achieved record enrolment, research income and fundraising. We have strengthened academic programs and our physical campus. We have advanced research and innovation of vital importance to the region and the world. And we have made real progress in creating a Dalhousie where all truly belong. There are still areas for growth, and other areas where we may not be where we want to be just yet, but overall this report offers a sense of the momentum with which Dalhousie enters its third century of achievement.

The path forward into that third century is starting to take shape. Phase one of our next planning process is complete, with a university-wide survey and extensive engagement sessions helping inform our next set of priorities. In the coming weeks and months, through further campus and community involvement, those priorities will begin to become a new institutional plan, one that enables us to expand our reach and impact both in our region and around the world. Together, we will write the next chapter in Dalhousie’s story.

This report offers a sense of the momentum with which Dalhousie enters its third century of achievement.
UNIVERSITIES EXIST IN A CONSTANT STATE OF CHANGE.
Each year, a new class of students arrives on campus, while another class walks across the Convocation stage to continue their life’s journey. And what they do in between those moments exists in a state of constant change, too, as pedagogy, programs and student expectations react and evolve in response to the larger world around us. At Dalhousie, faculty and staff embrace this change while ensuring the teaching and learning experience remains transformative for our students—whether in the classroom or beyond.

It begins with award-winning faculty unafraid to try new things and challenge themselves and their students to push to new heights. Faculty like Anne Marie Ryan, Dal’s most recent 3M Teaching Fellow, whose community approach has inspired generations of students and brought her colleagues together to discuss teaching and learning in new ways. Or like Matthew Schnurr, recipient of a 2016 Brightspace Innovation Award, whose unique classroom simulations bring learning to life for his students.

Today’s students are also looking for more and more ways to apply what they learn in the classroom directly—through co-ops, internships, volunteer opportunities, work-integrated learning and other experiential opportunities. And Dalhousie is meeting that call. Today, all Dalhousie undergrads have access to experiential learning opportunities, and nearly 90 per cent of students take advantage of them. More
RECORD ENROLMENT
in 2018/2019 of 19,148
a 2.3% increase from 2014/2015

RETENTION STEADY
AT 84%

Achieved accreditation of all 54 EXTERNALLY ACCREDITED PROGRAMS

CAREER AND ACADEMIC ADVISING INTEGRATED IN BISSET STUDENT SUCCESS CENTRE; development and launch of On Track program to support student success and retention

SCHOLARSHIPS AND BURSARIES
for undergraduate students (including the NS Bursary Program)

$123M
in the last 5 years

Development of HEALTH AND WELLNESS FRAMEWORK for students

Full implementation of PROVOST MODEL

LAUNCHED

24 NEW DEGREES & MAJORS
8 MINORS
28 NEW CERTIFICATES & DIPLOMAS

Policy for Faculty Reviews of Programs APPROVED BY SENATE
than 2,000 students now take part in co-op work terms each year—up nearly 20% over the past five years—and more than
220 courses offer work-integrated learning that offers students structured work experiences as part of their degree.

It’s also about continuing to innovate in programming, from launching new courses to bringing new and diverse perspectives into the classroom. Dalhousie now offers more than 4,000 courses across 200 degree programs, including new minor programs in Black and African Diaspora Studies and Indigenous Studies. Faculty, staff and students across the university have also worked to answer the Calls to Action of the Truth and Reconciliation Commission of Canada with respect to Indigenous education—for example, the new first-year course in the Schulich School of Law on Aboriginal and Indigenous Law in Context.

And what ties all this together is a commitment—shared by all in the Dal community—to ensuring that students have the supports they need to succeed. One of the key priorities in our Strategic Direction has been to improve student retention, helping more undergrads continue on past their first year of studies. With the support of donors and others, we’ve created a new integrated framework for supporting student success. With the Bissett Student Success Centre and the multi-faceted On Track program, it’s easier than ever for students to make the connections and find the supports to help them make their way from that first day on campus to the Convocation stage.

“Receiving an On Track Microbursary affirmed that I made the right choice in coming to Dalhousie. It made me feel like I’m not on my own and there is a whole community of people who want me to succeed.”

CARLY VANDE WEGHE, FIRST-YEAR STUDENT
HERE IN ATLANTIC CANADA, our past has been shaped by the sea. And it is clear that our future—and the planet’s—depends on it as well. The phytoplankton that live in the ocean produce 40 per cent of the world’s oxygen. Marine life accounts for the protein feeding about half of the world’s population. It is no exaggeration to say that the ocean is fundamentally important to the world: to the economy, food supply, security and climate. The very survival of humanity depends on a vibrant ocean.

Dalhousie is playing a world-leading role in generating a deeper understanding of the ocean by advancing ocean-related exploration, critical thinking and innovation, and tackling ocean challenges regionally, nationally and globally. Whether it is innovative tracking of marine species or ocean governance, researching the impact of climate change on the ocean or developing sustainable fishing and aquaculture, Dalhousie’s ocean research is driving breakthrough discoveries every day.

Dalhousie is playing a world-leading role in ocean research, driving exploration, innovation and breakthrough discoveries.

Two recent initiatives are at the forefront of this effort. In collaboration with Memorial University of Newfoundland and the University of PEI, Dalhousie is leading the Ocean Frontier Institute (OFI), one of the world’s most significant ocean science research collaborations. Launched in 2016 backed by the largest federal research grant in Dal’s history (and the largest awarded in the country that year), the $220+ million effort includes Canadian and international partners (including several of the top ocean institutes in the world). It will be a pioneering leader in harnessing global ocean research capacity to support the safe and sustainable development of a changing ocean, focusing on the globally significant North Atlantic Ocean and the Canadian Arctic Gateway. Then there’s the Ocean Supercluster, officially announced in 2018, which will foster new
RESEARCH

INCREASED RESEARCH FUNDING
by 24.5% over the last five years, with over $730M in total research funding since 2014/2015 and surpassing $168M in 2018/2019

EXEMPLARY GROWTH IN SUPPORT FOR OCEAN RESEARCH:

1. Secured $94M in federal funds and over $100M from partners for Dal-led OCEAN FRONTIER INSTITUTE (OFI)
2. Played leadership role in attracting $300M+ in federal and private sector support for OCEAN SUPERCLUSTER
3. Renewed federal funding for Ocean Tracking Network (OTN) ($14M) and Marine Environmental Observation Prediction and Response Network (MEOPAR) ($28M), over a five-year period
4. $10M Canada Excellence Research Chair in Ocean Science and Technology
5. Development and completion of Steele Ocean Sciences Building
6. Establishment of Institute for Ocean Research Enterprise (IORE)
7. Establishment of Centre for Ocean Ventures and Entrepreneurship (COVE)

Finalization and launch of Impact Together: Dalhousie’s Research and Innovation Strategic Direction, 2018-2023. Grounded in the United Nations’ Sustainable Development Goals, the Strategic Direction will focus research efforts and provide opportunities for partnership as our researchers work on solving the world’s most pressing problems.

Launch of CLEAN TECHNOLOGIES RESEARCH INSTITUTE (CTRI)

Establishment of Nova Scotia Integrated Health Research and Innovation Strategy (IHRIS), which, for the first time, brings together the Nova Scotia government, health authorities, post-secondary institutions, industry and the public to help address key health research and innovation issues.

Launch of DAL INNOVATES and suite of programming (dalinnovates.ca), including new Sandboxes, the Norman Newman Centre for Entrepreneurship (NNCE), Creative Destruction Lab-Atlantic (CDL-Atlantic), the Law and Technology Clinic and the Innovation and Entrepreneurship minor

ROYAL SOCIETY OF CANADA
11 new inductees to College of New Scholars, Artists and Scientists and 9 new Fellows

New institutional-level research awards (President’s Research Excellence Awards) created to recognize the excellence of early career research faculty and topical, high impact research

INTERNATIONAL RESEARCH COLLABORATION
resulted in more than $54M in funding from international sponsors over the past 5 years. The Vice-President Research & Innovation International Seed Fund (VPRIIS Fund), launched in 2018, will support future growth in international collaboration between Dal researchers and their foreign colleagues.

Significant progress on providing graduate student supports through Faculty of Graduate Studies including notable contributions through the Nova Scotia Graduate Scholarship program

Multi-year academic innovation funding strategically enhancing course evolution for undergraduate research development
By working together, we will generate research results that benefit our economy, environment and social well-being. We will put our research to work to ensure that those who depend on the ocean have the tools they require to respond to global change.

DR. ANYA WAITE, SCIENTIFIC DIRECTOR, OCEAN FRONTIER INSTITUTE & AVP OF RESEARCH (OCEANS)

partnerships to accelerate innovation and commercialization and drive increased sustainable economic growth from our oceans—a portion of the economy projected to double in size over the next 15 years. Dal played a key role in developing the industry-led Supercluster proposal, helping bring together over 70 organizations from different ocean sectors—including fisheries, renewable energy, aquaculture, oil and gas, shipping and defense—who will co-invest to adopt and commercialize technologies to solve shared challenges. The result will be hundreds of millions of new dollars invested in ocean-related research and development and commercialization in the Atlantic region, with every public dollar fully matched by the private sector.

Dalhousie’s ocean initiatives don’t end there. Add to that the ocean supercomputer DeepSense and the Centre for Ocean Ventures and Entrepreneurship (COVE), the Dal-hosted Ocean Tracking Network and Marine Environmental Observation Prediction and Response Network (MEOPAR) and more than 15 other networks and large-scale ocean research projects around the world. More than 100 of Dalhousie’s faculty are involved in ocean research that spans disciplines, economic sectors and countries—the largest per capita concentration of marine scientists in the world—attracting significant government and industry support for their research and creating valuable internationally significant spinoff companies and research centres. They’re also preparing a new generation of marine experts, with many Dalhousie students participating in graduate and postdoctoral ocean research.

Through focused research, world-leading partnerships and cutting-edge education, Dalhousie is creating global solutions to the complex challenges facing the ocean that sustains us all.
HOW DOES A STUDENT’S IDEA BECOME A WORLD-CHANGING INNOVATION? How does a researcher’s theoretical insight become the key to an industry-transforming technological shift? How does an entrepreneur’s notion become a business-enriching product? While we might imagine that innovations are the products of individual efforts, in reality, these transformations are more often—and more effectively—achieved through collaboration. And that’s where collaborative programs and spaces like Sandboxes, the Norman Newman Centre for Entrepreneurship, Emera ideaHUB, and CDL-Atlantic at Dalhousie are serving the Atlantic region, by leveraging the university’s unique assets to enhance key drivers of our region’s economic and social prosperity.

What does that mean in practice? Sandboxes such as Cultiv8 (Agriculture), SURGE (Science), ShiftKey (Computer Science) and idea (Engineering) are empowering students and faculty to be the best innovators and make an impact on local and global challenges, while the Norman Newman Centre for Entrepreneurship leads Dalhousie’s flagship entrepreneurship program

Dalhousie’s collaboration programs and spaces are connecting university students and researchers with entrepreneurs and industry, and serving as a critical connection point in a regional innovation ecosystem.

LaunchDal, an experiential learning environment for students from all faculties interested in entrepreneurship and business creation. Creative Destruction Lab-Atlantic (CDL-Atlantic) assembles wealthy businesspeople to advise and invest in innovative startups, with the companies enrolling in a nine-month seed-stage program. In less than two years, CDL-Atlantic members have invested about $7 million into the 23 companies that have graduated from the program. “I can think of no initiative which can impact the economy of Atlantic Canada more than the Creative Destruction Lab,” says Clearwater Fine Foods Inc. president and CDL-Atlantic founding partner John Risley.
Established a **CULTURE OF ENTREPRENEURSHIP**, with the development of entrepreneurship courses, majors, conferences and competitions; active connection to the regional and national innovation and entrepreneurship network of investors, businesses and all levels of government.

Over the last 5 years, **DAL HAS CONSISTENTLY ACCOUNTED FOR 88%** of Nova Scotia’s industry-supported research by post-secondary institutions.

**CDL-ATLANTIC ATTRACTED $2.1M INVESTMENT** from founders and associates at launch; in first two years, **CDL-Atlantic members have invested about $7M into 23 companies** that have graduated from the program.

**Dal Innovates support of research commercialization has included increasing startup support from 21 companies supported in 2015/2016 to 103 in 2018/2019.**

**Launched 4 Sandboxes:** ShiftKey (Computer Science), Cultiv8 (Agriculture), SURGE (Science) and idea (Engineering).

**100%** of students have access to experiential learning, offered in all undergraduate programs; 23.8% growth in co-op placements in past 5 years.

**Advanced Dalhousie’s commitment to community engagement** through the social work, law and dentistry community clinics, with across the board increases in number of interactions and support provided.

**Demonstrated Dalhousie’s sustained commitment to community outreach,** through participation in community initiatives such as Movember, Blue Nose Run, United Way and others, as well as university-initiated efforts.

**Dalhousie alumni volunteerism model reimagined to embody pillars of diversity, inclusion and collaboration, fostering more meaningful volunteerism opportunities for alumni on campus and around the world; alumni roster of volunteers has grown to 350; Global Alumni Network launched with volunteer Alumni Ambassadors in 18 cities nationally and internationally.**

**DALHOUSIE WAS KEY LEAD AND PARTNER** in collaborative efforts resulting in **$500M** in funding, including lead role in MIT REAP resulting in successful Ocean Supercluster application which garnered **$300M+ for ocean-related R&D**, positioning region for global leadership in the ocean economy.
All of these collaboration-enhancing programs and spaces provide mentorship and support from successful entrepreneurs and recent graduates. State-of-the-art workshops, prototyping labs and innovation spaces allow students, researchers and entrepreneurs to share knowledge and expertise and experiment with new solutions.

Consider the Emera ideaHUB on Dalhousie’s downtown Sexton Campus: There’s an enclosed room with 3D-printer technology, one outfitted with gear for building and testing electrical components, and another with tools for mechanical assembly—all nested alongside a well-lit, open-concept workshop space generous enough to house the product prototypes created by up to a dozen startup companies at a time. But this exciting new facility located in the heart of Halifax’s downtown innovation district is about building much more than innovative physical products—it’s about building the next generation of world-class technology companies.

Seven promising young startups are among the first cohort of companies accepted to the Bridge residency program in the Emera ideaHUB, which celebrated its official opening in April 2019 with partners from the Government of Canada, the Province of Nova Scotia, Emera as well as other private sector donors, alumni and students.

For students and researchers, these innovation programs and spaces are key pieces in a continuum of programming that stretches from the concepts and ideas they are exposed to in their first year undergraduate courses through to final year capstone projects. And for the region, they are powerful contributors to unlocking Atlantic Canada’s potential for prosperity and fostering an innovation ecosystem.

“Printing it was empowering to work with students coming from all different programs, ages and backgrounds with one common goal: to create solutions for real issues in our local community. Cultiv8 provided a creative learning environment where we could freely ask questions, try new things and build creative confidence.”

Catherine Rutledge, First-Year Student, Environmental Management
STROLL THROUGH DALHOUSIE’S CAMPUSES and the signs of renewal are evident: Sexton Campus transformed with the IDEA Project; the Student Learning Commons and BioMass Thermal Plant enriching and powering the Agricultural Campus; significant capital investments at Studley Campus in the Steele Ocean Sciences Building, LeMarchantPlace, Wallace McCain Learning Commons, Student Union Building and Dalplex Fitness Centre; and state-of-the-art improvements at Carleton Campus with the opening of the Collaborative Health Education Building and reopening of the modernized Dr. William Murphy Dental Clinic.

Improvement to campus infrastructure isn’t simply a story about buildings, it is a story of knowledge-building: these transformed spaces dramatically enhance the ability of students, faculty and staff to bring their knowledge, insights and advances to fruition. And it is also, essentially, a story of partnership, because capital investments of this magnitude only happen when multiple stakeholders—university, industry, government, community and donors—come together to make it happen. As with all Dalhousie successes, the improvement of our infrastructure is built on partnership—discovering shared interests, securing support and increasing our connections and relevance to all levels of society. Through those partnerships, we connect with like-minded people and organizations in our community and around the world to make a lasting impact.

One example: Dalhousie’s $64 million IDEA Project. The initiative has revitalized the university’s downtown campus, solidifying its role as a hub of collaborative learning, design and innovation. Anchored by two new academic facilities—the Emera IDEA Building and the Richard Murray Design Building—the campus sets
PARTNERSHIPS AND REPUTATION

STRENGTHENED DALHOUSIE AND ATLANTIC CANADA THROUGH NEW PARTNERSHIPS
by leading local, regional, national and international partnerships in research, government and industry, including Ocean Frontier Institute (OFI) and Nova Scotia Integrated Health Research and Innovation Strategy (IHRIS); OFI funding included largest philanthropic gift from a living donor in university history, $25M from John Risley

SECURED OVER $210M IN CHARITABLE GIFTS OVER THE PAST FIVE YEARS
exceeding any other 5-year total in Dalhousie’s history; $23M secured in support of health research through partnership with Dalhousie Medical Research Foundation (DMRF)

RECOGNIZED FOUR NEW DALHOUSIE RHODES SCHOLARS
in five years, bringing total to 91

IN CELEBRATING DAL200
over 80 events held with over 32,000 in-person participants; highlighted Dal’s academic mission, connected the university with its communities and shone a light on more than 200 years of achievement

DALHOUSIE’S ACADEMIC AND RESEARCH EXCELLENCE
has been recognized nationally and internationally, including three $1M Herzberg medals in four years; national and international awards in marine sciences, chemistry, medicine, natural sciences and other fields have included Canada Council for the Arts Killam Prize in the Natural Sciences, Trudeau Fellowship, Governor General’s Innovation Award, Royal Society of Canada McNeil Medal, Canadian Medical Hall of Fame and others

252 active international partnership agreements in 25 countries in 2018/2019

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252 active international partnership agreements in 25 countries in 2018/2019
"Working with our partners in industry, government and the community, we don’t focus just on what’s good for Dal: we focus on what is good for the community, society and the world, and we invite our partners to join in and help us accomplish those bigger goals. Together, we can have an impact that goes well beyond what any of us can do on our own.”

PETER FARDY, VICE-PRESIDENT, ADVANCEMENT

a new standard for engineering, architecture and planning education, empowering students and researchers alike to contribute to our province and, more broadly, the world and elevating the university’s role as a key driver of economic and social development in Nova Scotia and Atlantic Canada. Stunning upgrades to five existing facilities build on research strengths in sectors critical to our region’s economy, while facilities such as the Emera ideaHUB, new state-of-the-art workshops and labs throughout support design-centric curricula and innovation programming that connects students and faculty to industry.

And it, like every other infrastructure project, wouldn’t have happened without partners: the generous support of private donors, federal and provincial governments, corporate donors and partners, Dal students and alumni made the project possible. “The IDEA Project is a testament to what’s possible when different groups rally around a shared vision that benefits all,” says John Newhook, Dean of the Faculty of Engineering.

The power of partnership continues to be evident as the university looks ahead to the expansion and revitalization of the Dalhousie Arts Centre, another project where the university, donors, government partners and community members are coming together to create a thrilling new performance space and outstanding opportunities for performing arts students at Dalhousie.
DIVERSITY IS NOT AN ADD-ON.
That’s how one Dalhousie professor bluntly summed up the need for deep, nuanced thinking about diversifying university curricula, and it’s an assessment that applies to other inclusion efforts as well. For Dalhousie, equity, diversity and inclusion (EDI) are among our foundational commitments, embodied as one of the four values in our Senate constitution, and a key priority in our Strategic Direction. Of course, these aren’t just Dal values: they are Canadian values, matters of justice that strengthen our university and our country.

In the last five years, Dalhousie has challenged itself to think more deeply about diversity, to examine processes and practices with an eye not only to ensuring that we welcome people and ideas from a range of backgrounds but also that we grapple with the tough questions of how we effect change and what we do to turn values into reality. This work has been aided by recommendations of multiple university and external reports, and is now guided by our institutional EDI strategy, launched in spring 2017. The conversations aren’t always comfortable; the road traveled isn’t always smooth. But our community has been enriched and our outcomes have been strengthened by the push and pull of addressing these complex social issues.

In his appearance as a speaker in Dal 200’s Belong Forum series, Senator Murray Sinclair challenged the Dalhousie community to “change the way we think, talk and act” in relation to Indigenous peoples. That challenge is embedded too in the report of the Truth and Reconciliation Commission led by Senator Sinclair. From more symbolic actions—such as the permanent installation of the Mi’kmaq Grand Council Flag on our campuses—to shifts in curriculum and increased funding for initiatives
PEOPLE, INFRASTRUCTURE AND SUPPORT

DIVERSITY & INCLUSION STRATEGY LAUNCHED WITH 4 PRIMARY PILLARS:
1. Climate and intergroup relations
2. Student access and success
3. Education and research
4. Structures – Institutional viability and vitality

Expanded Human Rights and Equity Services offerings and staffing, including development of Respectful Workplace Toolkit; new outreach/ liaison roles added for the Indigenous Student Centre and Black Student Advising Centre

DEVELOPED AND IMPLEMENTED COMPREHENSIVE DIVERSITY PROFESSIONAL DEVELOPMENT PROGRAM IN ALL FACULTIES AND DEPARTMENTS

Increased funding for the Faculty of Law IB&M initiative; new investment in Imhotep’s Legacy Academy

LAUNCHED YEAR OF BELONGING
program of speakers, workshops and days of action focused on the question “In an age of global pluralism, what does it mean to truly ‘belong’?”

COMPLETED $310M IN CAPITAL CONSTRUCTION
including LeMarchant Place, Wallace McCain Learning Commons, Collaborative Health Education Building, Dalplex Fitness Centre, Dentistry Clinic, Agricultural Campus Student Learning Commons and BioMass Thermal Plant; historic $64M Sexton Campus IDEA Project; broke ground on $33.8M expansion and revitalization of Dal Arts Centre

DAL HAS INVESTED $18.7M in increasing the quality and inventory of teaching and learning spaces over the past 5 years, as well as $14.2M in research facilities and $14.1M in student experience spaces

Dalhousie’s first Sexualized Violence Policy and Gender Affirmation Policy completed; Dalhousie Athletics adopted the U Sports Policy for Transgender Student Athletes

Significant progress in hiring of targeted groups, including closing the gap on Indigenous staff hires; 18 of 22 identified Federal Contractors Program equity gaps have been reduced or closed

Demonstrated Dalhousie’s firm commitment to respond to the Truth and Reconciliation Commission through curriculum changes and ongoing partnerships and relationship building with Indigenous peoples on campus and in the broader community

New Dawn Staff of Place and Belonging introduced at Convocation in Spring 2019

RE-EXAMINING OUR HISTORY WITH LORD DALHOUSIE PANEL

IMPACT
aimed at supporting historically underrepresented students, the university has taken and will continue to take active, respectful steps towards ongoing partnership and relationship building with Indigenous peoples on the university’s campuses and in the broader community.

And we are taking other steps towards equity. We have made significant progress in hiring from underrepresented groups. We are engaging with the historical facts of our founder Lord Dalhousie’s views and actions on race and slavery through a scholarly panel. Dal’s Faculty of Computer Science has taken a leadership role in addressing gender imbalance. We have expanded Indigenous programming and supports. We are developing and implementing both an Indigenous Strategy and an African Nova Scotian strategy to guide future work. We have welcomed thinkers to campus—like Senator Sinclair, Rick Hansen and Angela Davis and others—who have inspired and challenged us to do more and do better, and we have committed ourselves to meeting those challenges.

We recognize the fact that racism, misogyny, homophobia, ableism and other forms of exclusion still exist and are systemic. There is a gap between our values and our reality. But universities are places of ideas and ideals, and wrestling with these complex social issues is exactly what we should be—what we are—doing.

“...The way I see it, the challenges we face mask opportunities: when you’re part of a community of bold and creative thinkers, and you’re not afraid to deal with challenges directly, you work through them together to find solutions and seize upon opportunities that may otherwise be missed.”

CANDACE THOMAS, INCOMING CHAIR, DALHOUSIE BOARD OF GOVERNORS
WHAT’S NEXT

What we have achieved together in the last five years is impressive, with success in meeting many of the goals set forth in Inspiration and Impact.

As we look ahead, we know that work remains: new goals, new challenges, new opportunities await us. Together, we will determine our next priorities and define our next targets, as we maintain and build on our momentum. Among them are five areas of focus:

· Embrace an overarching academic strategy that positions us as leaders across our strength areas of technology, social innovation and sustainability
· Align university infrastructure (systems, processes, spaces) to support excellence in knowledge discovery, mobilization and dissemination (i.e. research and teaching)
· Develop a campus climate and culture that welcomes diversity and supports equity
· Deepen our relationship with the province, while still focusing on global impact
· Build the foundations (cultural, financial, physical) necessary for agility, adaptability and long-term sustainability

We look forward to engaging in this conversation within and beyond the university and welcome your contributions. Together, we will ensure that Dalhousie’s impact will continue to grow.

TIMELINE

Inspiration and Impact 2014-2019

Renewal of Strategic Direction 2018-2020

Phase I Explore/Listen

Phase II Grow/Learn

Phase III Self-study/Recommend

Phase IV Finalize