PRESIDENT’S MESSAGE

HOW ARE WE MEASURING OUR PROGRESS?

BY THE NUMBERS

1.0  TEACHING AND LEARNING

2.0  RESEARCH

3.0  SERVICE

4.0  PARTNERSHIPS AND REPUTATION

5.0  INFRASTRUCTURE AND SUPPORT
IN JULY 2013 WE BEGAN A PROCESS to think about the future of Dalhousie University. It started with 100 Days of Listening, engaging more than a thousand people inside and outside the university to collectively discuss and identify our future opportunities and challenges. That process culminated in June, 2014 with the approval of a new Strategic Direction for Dalhousie. Approved by our Senate and Board, together we identified five strategic areas to guide Dalhousie through our 200th Anniversary in 2018.

That was one year ago. Since then we have made significant progress on many of our priorities: in teaching and learning; in advancing research; in expanding service to and engagement with our external communities; and in building the partnerships and attracting the resources to fuel our ambitions. The year also had its challenges, including a high-profile misogynistic Facebook incident involving some of our students in the Faculty of Dentistry, which added new urgency to our existing priority on diversity and inclusiveness. Yet we finish the year a stronger institution with many academic achievements, record enrolment and the strong support of government, alumni and donors. It is a great foundation on which to build.

These pages provide a summary of some of those achievements. In presenting them we aim to be both transparent and accountable. We also hope that you will share in the excitement of our progress, and become further engaged—which you can do anytime by going to DAL.CA/FORWARD.

Together we are building a better and stronger Dalhousie, and a truly world-class university. I sincerely look forward to working with you in the year ahead as we strive to achieve our collective vision.

Richard Florizone, President
## 2014/2015 DALHOUSIE BY THE NUMBERS

### Total Enrolment
- **18,716**

### Undergrad Students
- **14,818**

### Graduate Students
- **3,898**

### Faculties
- **13**

### Full-Time Faculty
- **1,015**

### Research Funding
- **$135.1M**

### Research Grants
- **1,654**

### Research Contracts
- **609**

### Research Centres
- **25**

### Degrees Granted
- **4,494**

### Undergrad Degrees
- **2,700**

### First Professional Degrees
- **316**

### Master's Degrees
- **1,027**

### Doctoral Degrees
- **14**

### Operating Budget
- **$391M**

### Operating Staff
- **1,779**

### Alumni
- **125,000+**

### Undergrad Diplomas
- **330**

### Undergrad Certificates
- **16**

### Priority Research Areas
- **4**

### Ongoing Research Strengths
- **3**

### Canada Research Chairs
- **50**

### Industrial Research Chairs
- **9**

### Emerging Research Strengths
- Ocean Studies
- Advanced Materials and Clean Technology
- Health And Wellness
- Governance, Society and Culture
- Energy and the Environment
- Agriculture and Food Technologies
- Information Science and Communication
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 (see p. 9) 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.

100 DAYS OF LISTENING From July to December 2013, we conducted more than 40 large group consultations, 500 smaller meetings and received over 700 online submissions. The result was a final report synthesizing the wide-ranging input and drawing implications for Dalhousie’s future direction.

SENATE DRAFTS VISION AND MISSION March 2014
BOARD OF GOVERNORS APPROVES STRATEGIC DIRECTION June 2014

SENATE APPROVES STRATEGIC DIRECTION May 2014. Based on the findings of 100 Days of Listening, we developed an ambitious strategic direction for 2014–2018, with five strategic areas—Teaching and Learning, Research, Service, Partnerships and Reputation, and Infrastructure and Support—and 25 priorities defined.


SENIOR ADMINISTRATION RETREAT ON STRATEGIC PRIORITY GOALS October 2014. A strengthened Provost Model is introduced, ensuring that university resources will be allocated and aligned with strategic priority goals.

OUR STRATEGIC FRAMEWORK

TEACHING AND LEARNING
SERVICE
RESEARCH
PARTNERSHIPS AND REPUTATION
INFRASTRUCTURE AND SUPPORT

STRATEGIC PRIORITY PROJECT LEADS ASSIGNED November 2014. Each strategic priority is assigned to an executive team sponsor and project lead(s) assigned.

PROVOST COMMITTEE APPROVES PROJECT CHARTERS January 2015
20 OF 24 PROJECT PLANS COMPLETED April 2015

SPECIFIC GOALS AND TIMELINES FOR EACH STRATEGIC PRIORITY DEFINED; PROJECT CHARTERS PREPARED December 2014. Charters are prepared for the strategic priorities, with clear goals and timelines.

UNIVERSITY STRATEGIC DIRECTION PROGRESS REPORT RELEASED June 2015

STRATEGIC PRIORITY TEAMS ASSEMBLED AND PROJECT PLANNING COMMENCES February 2015
1—TEACHING AND LEARNING

HOW ARE WE ENHANCING THE TRANSFORMATIVE POWER OF TEACHING AND LEARNING? Our efforts are focused on attracting, supporting and retaining the best local and international students, as well as attracting, supporting and retaining outstanding academics who are research and teaching innovators and leaders. In the last year, we have made good progress in this area.

SUCCESS STORY: FOSTERING A NEW GENERATION OF HEALTH PROFESSIONALS

One way to attract excellent students and academics is through program innovation. Dalhousie’s new Medical Sciences undergraduate program, now in its second year, is an exemplary example of a program that provides students with an enhanced entry to the career of their choice. The degree provides an enriched starting point for a career as a doctor, dentist, pharmacist, professor, researcher, lawyer in bioethics or patent law or biotech industry scientist. Graduates could find themselves working in hospital or health administration, government research or administration or non-profit or private research. The program’s experiential, patient-centred focus is the product of collaboration among 14 academic departments in the Faculties of Science and Medicine. This cross-disciplinary approach promotes multidisciplinary thinking for both health-care research and care, and provides a model for other collaborations within the university. Clearly, students see value in the program: the retention rate from first to second year was 100 per cent in 2014/2015.

1.1 Increase retention and degree completion
- Student retention framework has been developed to drive improvements in student retention to U15 average
- First to second year retention has improved to 84% overall and increased by 1.7% to 85.8% for international students this past year
- **Challenge:** Further identifying root causes of attrition, in and out of the classroom

1.2 Focus on strategic student recruitment based on discipline, level and diversity
- Enrolment increased overall by 1.4% in 2014/2015
- Enrolment of international students increased by 11.6% in 2014/2015 to 16% of the student population
- **Challenge:** Developing a comprehensive enrolment management plan within each Dalhousie faculty

1.3 Strengthen student experience, leadership development and additional support for our locally diverse and international students
- Position of Vice-Provost, Students Affairs created
- Student Services Review completed
- Recognized almost 100 students and groups for their student leadership and civic engagement through Impact Awards in over 40 categories

1.4 Embark on strategic program reviews to enhance the effectiveness and student focus of our program offerings
- 27 professional programs gained maximum accreditation
- Senate reviews of Graduate Studies, Computer Science, Engineering and the King’s-Dalhousie Academic Relationship completed
- **Challenge:** Ensuring all faculties engage in robust faculty-based program reviews

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

**Program Development**
- Academic Innovation Fund supports 10 new projects
- New programs: Landscape Architecture, Medical Sciences Degree Program
- Creation of Fountain School of Performing Arts
- Creation of interdisciplinary course on innovation
- First-year seminar pilot in FASS

**Teaching and Pedagogy**
- Adoption of regional Learning Management System
- Expanded online and blended course offerings
- Video lecture capture for 6 Faculty of Science first-year courses
- **Challenge:** Developing central capacity and expertise for using new technologies
2—RESEARCH

HOW ARE WE EXPANDING THE OPPORTUNITIES FOR RESEARCH, SCHOLARLY AND ARTISTIC WORK? Our efforts are focused on priority research areas supported by the necessary infrastructure to undertake that research. This involves the development of stronger support structures for researchers at all levels: providing opportunities for promising undergraduates to engage in research, and enhancing funding for graduate students and postdoctoral fellows in order to attract and retain outstanding academics.

SUCCESS STORY: LEADING AN INTERNATIONAL EFFORT A team of Dalhousie researchers is leading the way in pursuing life-altering insights in treating inflammatory conditions. Their research is funded by many partners, evidence of the value and potential impact of their work: $2.3 million in funding from the Canadian Institutes of Health Research, $100,000 from The Arthritis Society and additional funding from partners including Dalhousie University, the Capital District Health Authority and the IWK Health Centre. The Dalhousie Medical School researchers are leading an international team of physicians and scientists investigating the role inflammation plays in rheumatoid arthritis and heart failure. While many studies have looked at what goes wrong in the healing process for both conditions, Dr. Jean Marshall, professor and head of the Department of Microbiology & Immunology at Dalhousie Medical School, says this study will focus on what goes right. "Using this information, we’ll begin to examine ways to better treat—and even prevent—inflammation-related heart damage, arthritis and other inflammatory diseases." It is an innovative approach that holds the promise of uncovering new routes to treatment and prevention.

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

- In 2014/2015, Dalhousie had research awards totalling $135.1M, up 2% from 2013/2014 but down 5% from 2012/2013
- Specific successes in priority areas include a $2.25M donation from the MacEachen Institute for Policy and Government, $6.6M from CIHR for research in rare pediatric diseases, $46.6M from CIHR for a Dalhousie-led Canadian Immunization Network, and $18M of DFATD funding over 6 years for an international development project in Ethiopia
- Canada First Research Excellence Fund proposal, Ocean Frontier Institute, submitted for $70M
- Challenges: Fostering more inter-institutional partnerships; leveraging limited provincial research funding

2.2 Attract and retain outstanding academics

- University-wide awards implemented to recognize teaching excellence, including new awards for excellence in early career, graduate supervision, academic innovation and education for diversity
- 8 Dalhousie professors awarded Canada Research Chairs
- 3 new CRCs awarded to Dalhousie based on increased Tri-Council funding
- Challenge: Competing with the high national and international demand for outstanding scholars

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

- Dalhousie awarded funds from Nova Scotia Graduate Scholarship, delivering $2.6M in 2015, $3M in 2016 and $3M in 2017 for Dalhousie Master’s, Doctoral and Graduate International awards
- Dalhousie awarded $1.6M NSERC CREATE for Training in Big Text Data
- Challenges: Increasing the overall ratio of PhD students per faculty member

2.4 Foster undergraduate research

- Research undertaken for undergraduate research and inquiry-based learning in development across the institution

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

- Improved success rates for Dalhousie researchers in peer-reviewed Tri-Council funding competitions from 2012/2013 to 2014/2015: from 60% to 63% for NSERC; from 10% to 17% for CIHR; and from 17% to 32% for SSHRC
- 3 new Canada Research Chairs in the most recent reallocation exercise
- Improved support for post-award processes within Dalhousie Research Services
- Challenge: The need for further integration of administrative services for research
3—SERVICE

HOW ARE WE CATALYZING THE INTELLECTUAL, SOCIAL AND ECONOMIC DEVELOPMENT OF OUR COMMUNITIES? Our efforts are focused on service contributions both within the academic community and more broadly to society. Our impact on the economic development of communities is enabled by the many university activities that foster creativity, innovation and entrepreneurship.

SUCCESS STORY: BUILDING ON ENTREPRENEURIAL SUCCESS Dalhousie’s Starting Lean course, under the leadership of professors Dr. Ed Leach and Dr. Mary Kilfoil, has been a resounding success in giving students an entrepreneurial advantage. The Lean Startup methodology revolves not around the question “Can this product be built?” but instead, the questions “Should this product be built?” and “Can we build a sustainable business around this set of products and services?” Starting Lean gets students out of the classroom and focused on finding out what customers want before creating a new product. Now in its third year, the program has expanded to include Starting Lean and Innovation courses, highly anticipated Startup Weekends at both the Halifax and Truro campuses, entrepreneurial work terms and the Startup Next program, the Entrepreneurial Skills Program (ESP) Certificate, Canada’s Business Model Competition, the eight-week SummerUP! Accelerator program and a range of LaunchDal programming including fireside chats and launch and learn lecture series. New programs under development include the Starting Lean Distance Program, the LaunchPad Accelerator, the E-Corps Program, expanded Mentor Training Program, Launch Fund and the $100k Competition. It is an impressive roster of program offerings that is helping to build Nova Scotia’s entrepreneurial ecosystem by fostering innovation and nurturing and encouraging a regional network of entrepreneurs, mentors and coaches. As well, it offers a model for the development and expansion of other high-impact programs across faculties and campuses.

3.1 Contribute to cultural and economic vitality, locally and globally, by fostering creativity, innovation and entrepreneurship
- 412 research and service agreements have been signed; 32 patents; 4 technologies licensed and 12 start-ups assisted
- 3 inter-university sandboxes were launched (ICT, Agriculture and Engineering) enabling students and entrepreneurs to come together
- Starting Lean entrepreneurship course grew to a total of 26 student venture teams comprised of 108 students, including expansion to the Agricultural Campus
- 6.6% annual growth in co-op work terms since 2013/2014, to 1,775 placements
- Helped attract to Nova Scotia a new $50M private sector led venture capital fund
- Challenge: Scaling up and expanding entrepreneurship and innovation experiences across other disciplines

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
- Dalhousie ranked by LinkedIn in top 5 Canadian universities for volunteerism
- Challenge: To further engage all members of our community in the exploration and recognition of service
4—PARTNERSHIPS AND REPUTATION

HOW ARE WE TAKING OUR PLACE NATIONALLY AND INTERNATIONALLY? Our efforts are focused on fostering strong partnerships, strengthening recognition for our academic excellence and celebrating our distinctive attributes. By doing so, we will ensure that Dalhousie takes its place among the world’s top 200 universities, an accomplishment that will in turn allow Dalhousie to take its place as a leader of innovation and collaboration in our community, country and the world.

SUCCESS STORY: CELEBRATING A WINNING RESEARCHER He is one of the most referenced researchers in the world, with more than 100,000 citations to his name so far. According to the journal Nature, two of his articles rank among the Top 25 most-cited papers of all time, across all scientific disciplines. And now, Dr. Axel Becke has been awarded one of Canada’s most prestigious scientific research prizes, the Gerhard Herzberg Canada Gold Medal for Science and Engineering, presented by the Natural Sciences and Engineering Council of Canada. Dr. Becke has spent much of his 30-year career focused on advancing a computational method called the density-functional theory of electronic structure, and his refinements have expanded the theory’s applications within chemistry to the point where there are few chemical computations that don’t, in some way, make use of his work. This marks the second year in a row that a Dalhousie researcher has won the Herzberg Medal: last year, molecular biologist Ford Doolittle became the first researcher from Atlantic Canada to capture the honour. Together these honours signal the investment Dalhousie has made in supporting advanced, world-leading research, and the impact that can be achieved through such support.

4.1 Foster and support key external partnerships and relationships with alumni, other universities, governments, businesses and NGOs
- International partnerships: 50 new partnerships (including 2 renewed) in 25 countries
- Dalhousie performed 98% of industry-supported research in Nova Scotia
- 3rd best university in U15 for industry-partnered research
- Alumni-student mentoring continues to grow with 250 matches across 6 faculties
- Alumni chapters and volunteer groups created 37 events and activities engaging over 2,300 alumni
- **Challenge:** Deepening alumni relationships and building key relationships

4.2 Strengthen the recognition for our academic excellence and reputation at national and international levels
- Chemistry Professor Axel Becke awarded NSERC’s highest honour: the Gerhard Herzberg Canada Gold Medal for Science and Engineering, including $1M research grant
- Randall Martin (Physics) and Roberta Barker (Theatre) named in the inaugural cohort of the Royal Society College of New Scholars, Artists and Scientists
- Tom Marrie, Dean of Medicine, awarded the Order of Canada; Professors Wanda Thomas Bernard, Stan Kutcher and Richard Goldbloom inducted to Order of Nova Scotia
- Brittany Graham named Dal’s 89th Rhodes Scholar
- On a per capita basis, Dalhousie ranked 5th for CIS Academic All-Canadians in the country this year with 88 Academic All-Canadians in a total student-athlete body of 240

4.3 Develop a plan to secure and maintain top 200 status
- Dal ranked 95th most international university in the world by Times Higher Education
- Dal ranked 226–250 in Times Higher Education World University Rankings, up from 251–275 in the previous release; and ranked 235 in Quacquarelli Symonds World University Rankings, up from 244
- **Challenge:** Identifying ranking factors that align with the strategic goals of the university

4.4 Prepare for Dalhousie’s 200th Anniversary in 2018
- Planning in progress
- **Challenge:** Broad engagement in community support and participation

4.5 Attract additional external investment
- Annual provincial operating grant increased by 1%
- Annual giving campaign increased 10%
- $27M in new philanthropic funding commitments
- Crowdfunding projectDAL.ca website launched to fund projects led by Dal community
- **Challenge:** Defining and developing next campaign
5—INFRASTRUCTURE AND SUPPORT

HOW ARE WE BUILDING OUR INSTITUTIONAL CAPACITIES? Our efforts are focused on the strategic, efficient and effective management of funds for the renewal, replacement and expansion of buildings, property and infrastructure, as well as attracting and managing revenue from a variety of sources. Dal’s skill here is well demonstrated, in part by 26 consecutive years of balanced operating budgets. However, the university, along with the entire post-secondary education sector, is facing near- and long-term challenges to financial sustainability as sources of revenue are constrained.

SUCCESS STORY: CREATING A WELCOMING—AND GREENER—HUB FOR STUDENT LIFE Dalhousie’s newest building isn’t just a residence—though it does offer bright, spacious new accommodations for more than 325 students. LeMarchant Place also brings Dal’s student health and wellness services—Student Health Services, Student Health Promotion and Counseling and Psychological Services—together under one roof, while offering a new location for the International Centre as well as Dal’s Welcome Centre and Recruitment Office. The 165,000-square-foot building is one of seven buildings on campus targeting or certified as a LEED building by the Canada Green Building Council, and includes 46 flat-plate solar hot-water collectors on the roof (expected to provide 1.2 million litres of water to the building each year), a variable refrigerant flow heat-recovery heat-pump system and a soon to be installed living roof, among other green features. LeMarchant Place demonstrates the potential for the development of resource-smart infrastructure: investments made today that will continue to yield savings well into the future.

5.1 Develop a human resource strategy that allows us to attract, support, and reward the best faculty and staff
- Board and Dalhousie Faculty Association teams worked together in the shared interests of the university and faculty to finalize 2014–2017 collective agreement, concluding an agreement without requiring conciliation services
- Ongoing negotiations with other employee groups
- Strategy development in progress

5.2 Foster a collegial culture grounded in diversity and inclusiveness
- BELONG Report launched in March after 60-plus outreach meetings; includes 15 broad recommendations
- Teaching Excellence Awards program expanded to include Award for Excellence in Education for Diversity
- Five additional Diversity Faculty Awards created with the Dal Faculty Association
- Challenge: Dealing with complexity of cultural change

5.3 Develop a multi-year, integrated budget
- Implemented improvements in BAC process leading to balanced multi-year budget model
- Integrated model linking the strategic plan with the multi-year budget introduced to all faculties
- Challenge: Alignment of strategic plans with allocation of resources in a multi-year framework

5.4 Reduce the deficit of our pension plan
- Established a Joint Pension Committee with representatives from employee groups, retirees and university management; working collaboratively to explore and understand a range of potential changes
- Challenge: Continuing to improve the long-term sustainability of our pension plan

5.5 Enhance our infrastructure with a multi-year capital plan that promotes environmentally sustainable development
- Capital Governance Policy developed
- LeMarchant Place completed with LEED Gold targeted
- Wallace McCain Learning Commons underway with planned opening October 2015; LEED Gold targeted
- Collaborative Health Education Building underway with projected completion Fall 2015; LEED Gold targeted
- Student Union Building $10.7M addition and renovation approved; LEED Gold targeted
- New Fitness Centre work to begin Summer 2015 with completion slated for Summer 2017; LEED Gold targeted
- IDEA Building in schematic design phase; LEED Gold targeted
- Dentistry Building and Clinic $26M renewal underway with projected completion Spring 2019
- Challenge: Creating a robust multi-year capital building plan that supports academic and institutional strategic plans
5—INFRASTRUCTURE AND SUPPORT (cont’d)

5.6 Improve the quality and inventory of research and teaching spaces

Teaching and Learning Spaces:
- $4.4M in upgrades to teaching and learning spaces and equipment
- All shared classrooms upgraded to baseline AV requirements
- Mobile classroom video capacity in place for each campus

Research
- $3.6M of renovations for research labs and equipment
- Major renovation in Tupper for anatomy and microbiology
- $1.4M for fit up of zebra fish research lab

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

- Project launched to modernize Dal’s scheduling and classroom assignment system to optimize course choices for students
- Unit assessment guidelines have been developed
- Completed assessment for Human Resources, Student Services and Centre for Learning and Teaching
- Advanced the assessment of institutional risks and established the Strategic Risk Committee
- **Challenge:** The complexity of change management in institutional process
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.