A MESSAGE FROM THE PRESIDENT

DALHOUSIE WAS FOUNDED ON A VISION of global standards, local impact and inclusiveness. It is a vision that provides the basis for our success, and a vision you will see reflected in the plan we have developed to turn the goals of Inspiration and Impact into reality. This University Plan arises from the excellent work already being done on our campuses, a foundation that uniquely positions Dalhousie to enhance the transformative power of teaching and learning; expand the opportunities for research, scholarly and artistic work; and catalyze the intellectual, social and economic development of our communities. Our University Plan provides a map to guide our work in our five strategic areas and 25 strategic priorities, highlighted on the pages that follow.

Advancing these strategic priorities will make Dal an even greater university. As we look ahead to the beginning of Dalhousie’s third century in 2018, I am excited by the opportunities before us as we work to realize the goals of Inspiration and Impact, to build on our proud history, and to continue to inspire, innovate and create a lasting impact in the lives of students, faculty, staff and in our communities. Thank you for the contributions you have made to our plan—and will continue to make as we bring that vision to life.

Richard Florizone, President
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NO-ONE DOES ANYTHING ALONE, and nowhere is that truer than in the development and execution of a plan designed to carry a university successfully towards its third century.

The University Plan you hold in your hands is the culmination of the engagement and intellectual capital invested by the members of Dalhousie University’s varied communities. It is made up of contributions by faculty, staff, students, donors and community members, and is the continuation of a cycle of contributions initiated with 100 Days of Listening, articulated as strategic areas and priorities in Inspiration and Impact and approved by Dalhousie’s Senate and Board.

The process does not, of course, end with the articulation of strategic areas and priorities: With the input and expertise of the Dal community, we translated our goals into specific actionable items, capturing those targets in project charters. Those charters in turn must be aligned with the university’s budget process and inform the on-going development of Faculty and Unit Plans and the Dalhousie University Plan.

This integrated approach to planning means that, while some of our strategic priorities may exist within the purview of a specific faculty or unit, many have impact across a range of faculties and units. This level of integration could present challenges in ensuring accountability and measurement of progress and so we have taken steps to clearly articulate goals and measurable targets attached to our strategic areas and priorities, as you will see outlined on the pages that follow. We are committed to on-going monitoring and evaluation of those goals and targets and will report our progress on them to the Board, Senate and our community both on the campus and beyond on an annual basis.

The Dalhousie University Plan will guide the collective work we do as an institution from now until 2018, as we seek to achieve measurable success in our five key strategic areas and 25 strategic priorities. We look forward to the input, support and investment—intellectual and otherwise—of our colleagues and stakeholders to strengthen Dalhousie and maximize its positive impact on our region, our country and in the world beyond our borders.

You can stay informed at dal.ca/forward.
When Lord Dalhousie founded Dalhousie University in 1818, he was inspired by the University of Edinburgh and envisioned an institution serving the Province of Nova Scotia, with access for all regardless of class or religious belief. Since then, the university has undertaken projects building on Lord Dalhousie’s foundation and vision of global standards, local impact and inclusiveness. These efforts have enabled our success and continue to inspire our future.

Today, the world we inhabit is more complex than ever before. To ensure our planning is comprehensive, collaborative, coordinated and clear, we have adopted a strategic planning approach that began with 100 Days of Listening, a period of rigorous analysis and thorough consultation. A strategic framework emerged, as we identified five strategic areas—Teaching and Learning; Research; Service; Partnerships and Reputation; and Infrastructure and Support—and 25 strategic priorities. Captured in Inspiration and Impact, this strategic direction was approved by Dalhousie’s Senate and Board. That plan is now being implemented under the Provost model, a process of collaboration and coordination across the university geared to ensuring that academic goals drive our work and project plans align with the university budget.
BRING A SHARED VISION AND MISSION TO LIFE

In the nearly two centuries since Dalhousie's founding, we have grown from a “little college by the sea” to a truly national and international research-intensive university. As we look ahead to our third century, we do so encouraged by our past and challenged to live up to its promise: to take our place among the best universities in the world; to inspire, to innovate and to create a lasting impact in the lives of students, faculty and staff; and to contribute to the positive intellectual, social and economic transformation of our communities locally and internationally.

OUR PURPOSE

Vision

We are a leading innovative, research-intensive university, inspiring our diverse scholarly community to serve Nova Scotia, our region, our nation and our world.

OUR PROMISE

Mission

Our mission is three-fold:

- To foster an environment of teaching and learning excellence, built on innovation, collaboration and respect;
- To create a hub of world-leading research and innovation, adding to the intellectual, social and economic capital of our communities;
- To facilitate opportunities for our students, staff and faculty to connect with and serve our local, national and global communities.

OUR DISTINCTIVE FEATURES

Dalhousie University’s unique attributes contribute to our ability to achieve our vision and mission. We are:

- Atlantic Canada’s leading research-intensive university, responsible for over 80% of Nova Scotia’s public research and development;
- A truly national university — attracting over 50% of our students from outside Nova Scotia and yet, educating more Nova Scotians than any other university;
- A university of choice for “conscientious achievers” — students who are academically serious and want to make a difference in the world;
- Focused on four priority research areas: Ocean Studies; Advanced Materials and Clean Technology; Health and Wellness; and Governance, Society and Culture;
- Growing strength in three emerging research areas: Information and Communication; Agriculture and Food Technologies; and Energy and the Environment;
- Founded on a vision of inclusiveness, with a long-standing tradition of community service;
- Located in Halifax and Truro, Nova Scotia, offering an exceptional quality of life;
- One of Canada’s most prestigious universities with almost two centuries of academic excellence.
How do we move from strategic plan to operational reality? That process is underway, under the leadership of Dalhousie’s Provost. It includes:

- Aligning the university budget and plans with the academic mission of the university;
- Ensuring that goals are integrated across academic and administrative units;
- Providing a structure that enables clear and efficient decision making.

Dalhousie’s Strategic Direction 2014-2018, Inspiration and Impact, articulated five key strategic areas: Teaching and Learning; Research; Service; Partnerships and Reputation; and Infrastructure and Support. Of the five key strategic areas, Teaching and Learning, Research and Service capture priority initiatives most related to the mission areas of the university. Partnerships and Reputation and Infrastructure and Support provide a strategic foundation for and support to the university mission.

Each strategic area includes specific strategic priorities. In all, 25 strategic priorities were identified. Each has a vice-presidential executive sponsor. These sponsors have assigned project leads and project teams drawing on deans, faculty, staff, students and community partners. Each project team has developed a project charter and a project plan. The project charter summarizes the key dimensions of the project—why it is being tackled; its major deliverables; who is responsible; project organization, timeline and milestones; and implementation approach. These projects have been designed to move the needle on the five overarching strategic areas. The charters and project plans were reviewed and approved by the Provost Committee and progress will be measured and reported to the Dalhousie community, Board and Senate on an on-going basis over the life of the strategic plan.
WHAT ARE THE 3R’S?

Of the five key strategic priority areas, Infrastructure and Support helps to provide the foundation and structure to enable effective support to the university. The Partnerships and Reputation priority area is largely support strategies linked to the success in our other goals. The remaining three priority areas—Teaching and Learning, Research and Service—capture priority initiatives related to the mission areas of the university. The overarching themes linking all priority projects are Retention, Research and Returns to Society: the 3 R’s.

HOW DO WE ACHIEVE ALIGNMENT?

An important strategic priority of the university plan is the development of a multiyear integrated budget. This process will be accomplished in part through the development and implementation of faculty academic plans and unit plans. Faculties and units will develop these plans through a planning process geared to responding to current and anticipated factors within and outside the university. The plans will be closely coordinated with the Office of the Provost, led by the deans and implemented by academic leaders. Opportunities for innovative collaboration will be actively developed, and plans will also reflect the interdependencies among faculties and units. The agenda for each faculty and unit plan will be driven by academic priorities as determined by the faculty or unit, and aligned with the overarching university plan, strategic priority charters and the multiyear integrated budget.

HOW WILL WE MEASURE OUR PROGRESS?

The goals set out in Inspiration and Impact will be reached through interrelated smaller goals and targets achieved by faculties, units and strategic priority project teams throughout the university. So how will we know if we are making progress?

Each spring, Dalhousie will issue an annual report documenting the university’s progress against key performance indicators (KPIs). These higher level KPIs will be informed by a wide range of smaller targets set within faculty plans, unit plans and strategic priority charters. Some targets may be under the exclusive domain of a specific unit or faculty; other will require collective action across the institution. Faculties as well as project teams will work to identify targets as part of the annual planning process. Each year, we will measure and report on what we have achieved and what we still need to undertake.
ENHANCE THE TRANSFORMATIVE POWER OF TEACHING AND LEARNING

Lecture theatres, co-op placements, laboratories, performance halls, libraries, orchards. Teaching and learning at Dalhousie takes place in a variety of ways and venues. Approximately 20,000 people across the university’s campuses are directly or indirectly involved in these twin foundational activities, working to ensure the development and success of Dalhousie students to contribute to the intellectual, social and economic growth of communities locally and globally.

Enhancing the transformative power of teaching and learning requires a focus on attracting, supporting and retaining local and international students, and attracting, supporting and retaining academics who are teaching and research innovators and leaders.

KEY LINKAGES

Teaching and Learning do not happen in isolation from the other activities of the university, and as a result, the priorities and goals within this strategic area are affected by and have an impact on priorities and goals within other strategic areas. For instance, fostering partnerships and ensuring recognition of our academic reputation both affect student retention, while improvements to infrastructure and support help encourage excellence in teaching and pedagogy. Specific linkages among goals are set out in the Project Charters for each strategic priority, available online at dal.ca/forward.

HOW WILL WE KNOW WE ARE MAKING PROGRESS?

1. Increase retention and degree completion to above U15 averages by 2018

2. Establish and meet strategic recruitment goals

3. Increase percentage of students satisfied with decision to attend Dalhousie

4. Develop and implement academic program plans in all faculties by December 2018

5. Develop and adopt a Dalhousie learning charter for students and professors in each faculty

6. Student satisfaction with the quality of teaching

7. Recognize faculty teaching excellence

8. Introduce new approaches to support teaching excellence and innovation
STRATEGIC AREA:  
1.0 TEACHING AND LEARNING

Priorities:

1.0.1 Retention

Specific Goals

1. Improve student success year over year, with a focus on those students, identified by analysis, as being the most likely to be aided by defined strategies and organizational cultures. One measure of success would be increased retention and increased degree completion.

2. Increase first-year student retention rates for both Canadian students and international students above the U15 averages by 2018.

3. Increase the completion time rates for 6 years or 7 years, as appropriate by program, to above the U15 average by 2018.

Priorities:

1.0.2 Student Recruitment

Specific Goals

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

Priorities:

1.0.3 Student Experience

Specific Goals

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

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

PRIORITY 1.4 PROGRAM REVIEWS
Specific Goals

1. Establish core principles, framework and criteria for Faculty Academic Program Plans in 2016. Using these core principles, framework and criteria, faculties develop individual academic program plans.

2. Engage in Faculty-led strategic reviews of their program portfolios, through implementation of the academic program plans (including their frameworks for review), with all faculties completing their review by December 2018.

3. Ensure that cyclical program reviews are aligned (yet non-concurrent) with all cyclical Senate reviews of faculties by 2018.

4. Develop a suite of recommended core elements in direct-entry undergraduate programs. Examples might include experiential learning, research/inquiry-based learning and work integrated learning.

PRIORITY 1.5 PROGRAM INNOVATION
Specific Goals

1. Develop an institutional academic program plan, stemming from faculties’ approved program plans.

2. Adopt a Dalhousie Learning Charter for students and professors (expectations and evaluation methods) for each faculty.

3. Provide career-long learning opportunities for pedagogical developments through CLT available to all faculty members.
EXPAND THE OPPORTUNITIES FOR RESEARCH, SCHOLARLY AND ARTISTIC WORK

Fieldwork, laboratory work, artistic performance: the range of fundamental and applied research undertaken by Dalhousie’s faculty and students is foundational to a research-intensive university. Dalhousie students and faculty bring knowledge to the societies and industries with which they engage, often doing so in partnership with hospitals, industry, governments and communities, and disseminating new knowledge well beyond the university’s walls to the benefit of all.

Expanding the opportunities for research, scholarly and artistic work requires focus on priority research areas supported by the necessary infrastructure to undertake the research. It 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.

KEY LINKAGES

Research creates new knowledge, helps attract outstanding faculty members, students and staff and influences reputation. The strategic priorities and goals within the Research strategic area are affected by and have an impact on many of the other strategic priorities and goals within other strategic areas. Specific linkages among goals are set out in the Project Charters for each strategic priority, available online at dal.ca/forward.

HOW WILL WE KNOW WE ARE MAKING PROGRESS?

1. Increase total research funding

2. Increase the percentage of first-choice candidates hired into tenure stream positions

3. Increase the number and variety of teaching excellence and faculty research honours and awards garnered by Dalhousie faculty

4. Increase the percentage of graduate students and postdoctoral fellows relative to the number of Dalhousie undergraduate students and professors to the U15 average by 2018

5. Increase the number and variety of undergraduate research opportunities

6. Raise the success rate in Tri-Council funding competitions to the U15 average

7. Increase the number of national and international research awards
STRATEGIC AREA:  
2.0 RESEARCH

PRIORITY 2.1 RESOURCING PRIORITY RESEARCH
Specific Goals

1. Increase the amount of funding sources from local, national and international sources for each of the priority and emerging areas by 2018 (to be measured in five-year rolling windows).

2. Develop five- to 10-year plans for attracting funds from multiple sources with every attempt to have $100 million from combined sources for at least two of the priority areas (measured in five-year rolling windows).

3. Increase endowments that support research.

PRIORITY 2.2 FACULTY EXCELLENCE
Specific Goals

1. Renew and develop consistent best practices for academic leadership and faculty member recruitment across all faculties by January 2016 (recruitment practices, orientation, mentorship and best practice guidance regarding grant writing/application).

2. Articulate the dimensions of “outstanding” faculty.

3. Develop specific retention practices and goals that support and recognize teaching and research excellence in support of retaining outstanding professors.

PRIORITY 2.3 GRADUATE STUDENT EXCELLENCE
Specific Goals

1. Provide competitive funding for graduate students and postdoctoral fellows.

2. Increase the percentage of graduate students and postdoctoral fellows relative to the number of Dalhousie undergraduate students and professors to the U15 average by 2018.

3. Enhance the graduate student experience at Dalhousie as measured by national survey results.

4. Increase the percentage of graduate students who are funded through external competitive scholarships.
STRATEGIC PRIORITY:
2.0 RESEARCH

PRIORIT 2.4 UNDERGRADUATE RESEARCH
Specific Goals

1. Provide greater opportunities for undergraduates to engage with research as part of their degree.

2. Develop an undergraduate research and inquiry-based learning component for the emerging Dal learning charter (1.5).

PRIORIT 2.5 RESEARCH FACILITIES AND RESOURCES
Specific Goals

1. Improve integration and coordination of services and communications across sectors relevant to the research enterprise.

2. Enhance support and facilitation of pre- and post-award activities that will reduce the administrative burdens on researchers while increasing their capacity to compete successfully for research funding (including raising success rates in Tri-Council funding competitions to the U15 average).

3. Enhance researcher networking capability and collaboration within and outside Dalhousie.

4. Develop and support core research facilities and multi-user space.

5. Develop additional research revenue streams and strategically deploy internal, centrally held research-related funding.

6. Increase the number of national and international research awards.
CATALYZE THE INTELLECTUAL, SOCIAL AND ECONOMIC DEVELOPMENT OF OUR COMMUNITIES

Universities have a capacity to enrich and advance society in ways that no other social institution can, by tapping into the talents and skills of the unique, diverse and highly qualified people who make up the university community. In the best tradition of service to society, and recognizing the challenging circumstances prevailing in Nova Scotia and the expectations placed on universities, Dalhousie has both an opportunity and an imperative to increase our participation in the creation of economic and social value by cultivating engaged entrepreneurship and harnessing curiosity, creativity and innovation in service of our local, national and international communities.

Catalyzing the intellectual, social and economic development of our communities requires service contributions within the academic community and more broadly to society. Our impact on economic development of communities is enabled by the many university activities that foster creativity, innovation and entrepreneurship.

KEY LINKAGES

Service to our communities is enhanced when we attract the best students and faculty and is enabled by innovation in program offerings that link classroom learning to business and community projects. Linkages of the Service strategic priorities to other strategic priorities are set out in the Project Charters for each strategic priority, available online at dal.ca/forward.

HOW WILL WE KNOW WE ARE MAKING PROGRESS?

1. Increase the number of and extend existing external partnerships
2. Create more innovation spaces across Dalhousie campuses
3. Contribute to efforts to create economic opportunity for recent graduates
4. Increase student-led entrepreneurship experiences
5. Increase the number of co-op placements
6. Increase the proportion of faculty, staff and students who contribute to community through public service activities
STRATEGIC AREA:

3.0 SERVICE

PRIORITY 3.1 INNOVATION AND ENTREPRENEURSHIP

Specific Goals

1. Increase student-led entrepreneurship.

2. Increase and extend external partnerships, particularly those related to research strengths and which feature Dalhousie students, staff or alumni.

3. Create more innovation spaces to support creativity, innovation and entrepreneurship.

4. Support the success of students after graduation by participating in efforts to create economic opportunity for recent graduates and preparing students themselves to build and seize opportunity.

PRIORITY 3.2/3.3 COMMUNITY SERVICE AND ENGAGEMENT

Specific Goals

1. Increase the proportion of faculty, staff and students who contribute to community through public service activities by 2018.

2. Develop a focused public service strategy by December 2016 that identifies opportunities to align Dalhousie’s unique talents and capacities with public needs.
TAKE OUR PLACE NATIONALLY AND INTERNATIONALLY

Higher education is a competitive sector: Dalhousie competes with universities in the region, across the nation and around the world for students, faculty and staff, funding, supporters and partners. Reputation influences that ability to compete, by affecting our standing in international rankings and impacting our efforts to recruit students, faculty and staff and attract investment, partners and funders. It also affects employee and alumni pride and community support.

Taking our place nationally and internationally requires that we foster strong partnerships, strengthen the recognition for our academic excellence and celebrate 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 us to continue to have a positive impact in our community, country and the world.

KEY LINKAGES

Partnerships and reputation activities help to support our three core strategic areas of Teaching and Learning, Research and Service, and so have an impact on strategic priorities in all three of those areas. Specific linkages among goals are set out in the Project Charters for each strategic priority, available online at dal.ca/forward.

HOW WILL WE KNOW WE ARE MAKING PROGRESS?

1. Increase alumni engagement
2. Develop and deploy a business and NGO partnership strategy
3. Develop a three-year reputation plan, including a 200th anniversary plan
4. Achieve Top 200 status in an international ranking
5. Plan and implement a comprehensive fundraising campaign
STRATEGIC AREA:  
4.0 PARTNERSHIPS AND REPUTATION

Influenced by:  
1.3, 2.1, 3.1, 4.2, 4.5
Influencing:  
1.1, 1.2, 1.3, 1.5, 2.1, 2.5, 3.1, 3.3, 4.5

PRIORITY 4.1 PARTNERSHIPS
Specific Goals

1. Increase the engagement of alumni through the alumni engagement plan which focuses on communications, community building and volunteerism.

2. Develop and deploy an engagement plan to keep government informed about Dal’s aspirations, achievements and needs; build partnerships where appropriate.

3. Build new, sustained and active relationships with strategically selected national and international universities including university associations through the international strategy.

4. Develop and deploy a business and NGO partnership strategy to identify key business and NGOs whose interests align with Dalhousie priorities and build appropriate partnerships and keep them informed.

Influenced by:  
1.2, 2.1, 3.2, 4.1, 4.3, 4.5
Influencing:  
1.1, 1.2, 2.1, 2.2, 2.3, 2.5, 3.1, 4.1, 4.3, 4.5

PRIORITY 4.2 REPUTATION
Specific Goals

1. Refresh Dal’s visual identity in response to the insights from the reputation research.

2. Update Dal’s home page to reflect new identity and support key reputation drivers.

3. Inform and engage the Dal community (all departments, units, faculties) on the results of the reputation research.

4. Develop a three-year reputation plan, aligned with the 200th anniversary project (4.4), the rankings project (4.3) and with faculty/unit plans.
STRATEGIC PRIORITY: 4.0 PARTNERSHIPS AND REPUTATION

Influenced by:
2.1, 2.3, 2.5, 4.2, 4.5
Influencing:
1.2, 2.1, 2.2, 2.3, 2.5, 4.1, 4.2, 4.5

PRIORITY 4.3 TOP 200
Specific Goals
1. To be in the Top 200 in an international ranking.

PRIORITY 4.4 DAL’S 200TH ANNIVERSARY
Specific Goals
1. By June 2015, have an approved 200th anniversary plan that engages our key communities in both planning and celebrating our 200th anniversary.
2. By June 2015, have an approved 200th anniversary plan that delivers a coordinated, measurable and memorable celebration that supports Dal’s Strategic Direction 2014-18.

PRIORITY 4.5 EXTERNAL INVESTMENTS IN DAL
Specific Goals
1. Plan and implement a comprehensive fundraising campaign that will attract significant new financial commitments over the next 10 years.

Influenced by:
1.3, 2.1, 2.3, 3.1, 4.1
Influencing:
1.3, 1.5, 2.1, 2.2, 2.3, 2.5, 3.1, 4.1, 4.2, 4.3
BUILD OUR INSTITUTIONAL CAPACITIES

A university’s strength is grounded in the people who perform and support the institution’s teaching, research and service. The ability to attract—and keep—dedicated and talented people is a critical aspect of a university’s ability to grow and thrive.

Dalhousie carries out its mission using a diverse set of buildings, property and other infrastructure across five campuses. That infrastructure represents the biggest asset managed by the university, and the funds for renewal, replacement or expansion of major elements of that asset must be managed strategically in order to efficiently and effectively support the university’s mission.

That mission is also supported by our ability to attract and manage revenue from a variety of sources. Dalhousie’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.

KEY LINKAGES

Infrastructure and support are key foundational activities that underlie our ability to deliver on our core priorities of Teaching and Learning, Research and Service, and so have an impact on strategic priorities in all three of those areas. Specific linkages among goals are set out in the Project Charters for each strategic priority, available online at dal.ca/forward.

HOW WILL WE KNOW WE ARE MAKING PROGRESS?

1. Recruit 85% of first-choice candidates
2. Implement a performance development plan for the university by 2017
3. Increase the promotion of internal candidates for leadership roles from the current 25% to 50% by 2018
4. Develop a Diversity and Inclusiveness Strategy for faculty, staff and students
5. Develop an integrated budget model aligned with the university’s Strategic Direction
6. Reduce the deficit and stabilize the cost to the university of the pension plan by 2018
7. Develop a multiyear capital plan
8. Improve the quantity of teaching and research space to established standards by 2018
9. Improve customer satisfaction in administrative service areas
STRATEGIC AREA:
5.0 INFRASTRUCTURE AND SUPPORT

Influenced by:
2.2
Influencing:
2.2, 3.1, 4.2, 4.3, 5.7

PRIORITY 5.1 HR STRATEGY
Specific Goals

1. Develop strategies and mechanisms by 2016 to recruit 85% of first-choice candidates.

2. Implement a performance development plan for the university by 2017.

3. Develop a leadership development framework to identify future leaders and align with institutional needs, with the goal of increasing promotion of internal candidates for leadership roles from the current 25% to 50% by 2018.

Influencing:
1.1, 1.2, 1.3, 3.1, 3.2, 3.3, 4.1, 4.2, 4.3, 4.5

PRIORITY 5.2 DIVERSITY AND INCLUSIVENESS
Specific Goals

1. Develop a Diversity Strategy for faculty, staff and students at Dalhousie University.

Influenced by:
5.4, 5.5, 5.6
Influencing:
1.4, 1.5, 2.2, 2.3, 2.5, 5.5

PRIORITY 5.3 INTEGRATED BUDGET
Specific Goals

1. Develop a rolling three-year integrated budget model that fully aligns with the university’s Strategic Direction for the 2016-17 fiscal year.

Influencing:
5.1, 5.3

PRIORITY 5.4 PENSION PLAN
Specific Goals

1. Develop plan revisions with the Joint Pension Committee that will reduce the deficit and stabilize the ongoing cost to the university of the pension plan by 2018.
PRIORITY 5.5 CAPITAL PLAN
Specific Goals

1. Update the capital project program annually.

2. Develop a draft multiyear capital plan in 2015 to be finalized by 2016-17.

PRIORITY 5.6 RESEARCH AND TEACHING SPACES
Specific Goals

1. Improve teaching and research space quantity to established standards by 2018 (e.g. COU averages).

2. Ensure new buildings and renovations consider the need for informal learning spaces for students.

PRIORITY 5.7 EFFECTIVENESS AND EFFICIENCY
Specific Goals

1. Establish cyclical and systemic reviews of administrative services.

2. Improve “customer” satisfaction in service areas by 2018.
APPENDIX:
STRATEGIC PRIORITIES

1.0 TEACHING AND LEARNING
Enhance the transformative power of teaching and learning

1.1 Increase retention and degree completion

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

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

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

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

2.0 RESEARCH
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

2.2 Attract and retain outstanding professors

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

2.4 Foster undergraduate research

2.5 Enhance research with state-of-the-art facilities and resources in accordance with the Institutional Framework for the Support of Research
3.0 SERVICE
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

3.2 Maximize the opportunities for students, faculty and staff to contribute to community both inside and outside of the university

3.3 Promote a culture of service and engagement among students, faculty and staff

4.0 PARTNERSHIPS AND REPUTATION
Take our place nationally and internationally

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

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

4.3 Develop a plan to secure and maintain top 200 status

4.4 Prepare for Dalhousie’s 200th Anniversary in 2018

4.5 Attract additional external investment

5.0 INFRASTRUCTURE AND SUPPORT
Build our institutional capacities

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

5.2 Foster a collegial culture grounded in diversity and inclusiveness

5.3 Develop a multiyear, integrated budget

5.4 Reduce the deficit of our pension plan

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

5.6 Improve the quality and inventory of research and teaching spaces

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