Faculty Council

1. Strategic Direction 2014-2018

2. Changes to Provost and Vice President Academic Portfolio

Fall 2014
1. Strategic Direction 2014-2018
Strategic Direction: Timeline

**JULY–DEC. 2013**

**100 DAYS OF LISTENING**
- Gather data and opinions
- Consult broadly to understand views, ideas, aspirations
- Develop a synthesized view of our current situation (a “fact base”)
- Identify emerging priorities

**JAN.–JUNE 2014**

**DEFINE & AGREE ON STRATEGIC DIRECTION**
- Consult broadly to get reactions to *100 Days* report
- Debate findings and implications, and refine draft priorities
- Seek Senate and Board approval for strategic direction

**JULY–DEC. 2014**

**IMPLEMENTATION PLANNING**
- Define specific goals and timelines for each priority
- Determine and assign resources
- Complete project charter and plan for each priority

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100 DAYS REPORT (DEC. 2013)

STRATEGIC DIRECTION (SPRING 2014)

INTEGRATED UNIVERSITY PLAN (DEC. 2014)

IMPLEMENTATION
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 PARTNERSHIP 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 multi-year, 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

Initial 10 priorities

#DalForward

DALHOUSIE UNIVERSITY
2014 Timeline

Consultation
- Get reactions to 100 Days Report
- Refine Priorities

Define Strategic Directions
- Draft Strategic Directions
- Debate and Refine Strategic Directions

Approve Strategic Directions
- Senate
- Board

Project Charters
- Reviewed, Refined, Agreed

Planning
- Charters Signed Off
- Project Plans
Project Charters

• Each strategic priority has a project charter and executive sponsor
  – Charter summarizes key dimensions of the project
    • “next layer of the onion”
STRATEGIC PRIORITY

1.0 TEACHING AND LEARNING

SUB-PRIORITY

1.1 Increase retention and degree completion

EXECUTIVE SPONSOR
Provost & VP Academic

PROJECT LEAD
AVP, Academic

SECONDARY SPONSOR

RELATIONSHIP TO OTHER STRATEGIC PRIORITIES
1.2, 1.3, 1.4, 1.5, 3.2, 3.3, 4.2, 5.6

OTHER CONSIDERATIONS

SPECIFIC GOALS

1. To increase first year student retention rates for both Canadian students and international students to the U15 averages by 2018.
2. To increase six year completion rates to U15 average by 2018
Project Plan

• the **problem** or value proposition addressed by the project.

• the work & **deliverables**

• who is involved, what are their **responsibilities**

• the **project timeline** and milestones.

• the project implementation and **resource plan**

4-8 pages
Your Role

• Each Strategic Priority has:
  – Charter (1-2 pages) mid November to January
  – Plan (4-8 pages) January-May

• There will be a Team for each plan that includes Faculty, staff and students

• Working Groups intersect with Senate & Faculty Committees
2. Provost & Vice President Academic Changes
   • Improving institutional decision making
   • Align the academic and nonacademic contributions to student success
Role of the Vice President Academic

• Chief Academic Officer

• Support programs and student success

• Works closely with Deans

• Works closely with Senate
The Role of the Provost:

1. Aligns university budget and plans with the academic mission of the university

2. Ensures goals are integrated across academic and administrative units

3. Provides a structure that enables clear and efficient decision making
President's Executive (PE) Committee

Deans' Council (DC)

Provost Committee (PC)

Board of Governors

- Strategy Direction
- Major Board recommendations
- Government
- Accountability

- Alignment of resources to strategic directions
- Recommend institutional proposals

Vice Provosts, AVPS, Executive Directors, Deans

- Advisory to Provost Committee
- Risk assessment/management
- Communications
- Implementation

Focus is on Academic Mission and Impact

Decision Structure

STRATEGIC

OPERATIONAL
Provost Committee

• Membership

  Provost/VP Academic (chair)
  VP Finance & Administration (vice-chair)
  VP Research
  VP External
  1 Faculty Dean
  Vice Provost Student Affairs

  – Others invited as appropriate for issue
Matters for the Provost Committee

• Initiatives requiring Board approval

• Initiatives with a material impact on the operating budget

• Initiatives that have impacts on multiple units

• Initiatives that require major institutional commitments

• Discussions related to priority setting and implementations
Align Academic and Nonacademic Contributions to Student Success

Organization Structure (by Positions)

Provoest & VP Academic
- Exec Dir, Office of the Provost and VP Academic
- Dir, Human Rights, Equity, Conflict Management
- Exec Dir, International Partnerships

Associate VP, Academic
- Exec Director, Centre for Learning & Teaching
- Dir, Art Gallery

Deans & University Librarian
- Agriculture (Principal & Dean)
- Arts & Social Sciences
- Architecture & Planning
- Computer Science
- Continuing Education
- Dentistry
- Engineering
- Graduate Studies
- Health Professions
- Law
- Management
- Medicine
- Science
- University Librarian

Vice Provost Student Affairs
- Registrar & AVP Enrolment Management
- AVP, Student Academic Support Services
- Exec Dir, Student Health & Wellness
- Exec Dir, Student Life
- Dir, International Centre
- Dir, Student Services, DalAC

Vice Provost Planning
- Exec Dir, OIAR
- Exec Dir, Integrated Planning
Vice Provost Student Affairs

• Consistent with other U15 universities

• Bridges academic and non-academic priorities

• Vice Provost Student Affairs will be a member of:
  – Deans’ Council
  – Provost Committee
  – Provost Executive Committee

• Replaces Vice President Student Services
• Strategic priorities
• Provost committee
• Student success

• Questions/Discussion