



Strategic Plan

EXPANDING THE EXPERIENCE 2017-2022



**DALHOUSIE
UNIVERSITY**

FACULTY OF MANAGEMENT

A man with short brown hair and glasses, wearing a dark pinstriped suit, a white shirt, and a pink and blue striped tie, stands with his hands clasped in front of him. He is smiling slightly. The background features a modern interior with a staircase and a large, curved, metallic wall panel on the right side.

**MESSAGE
FROM THE
DEAN**

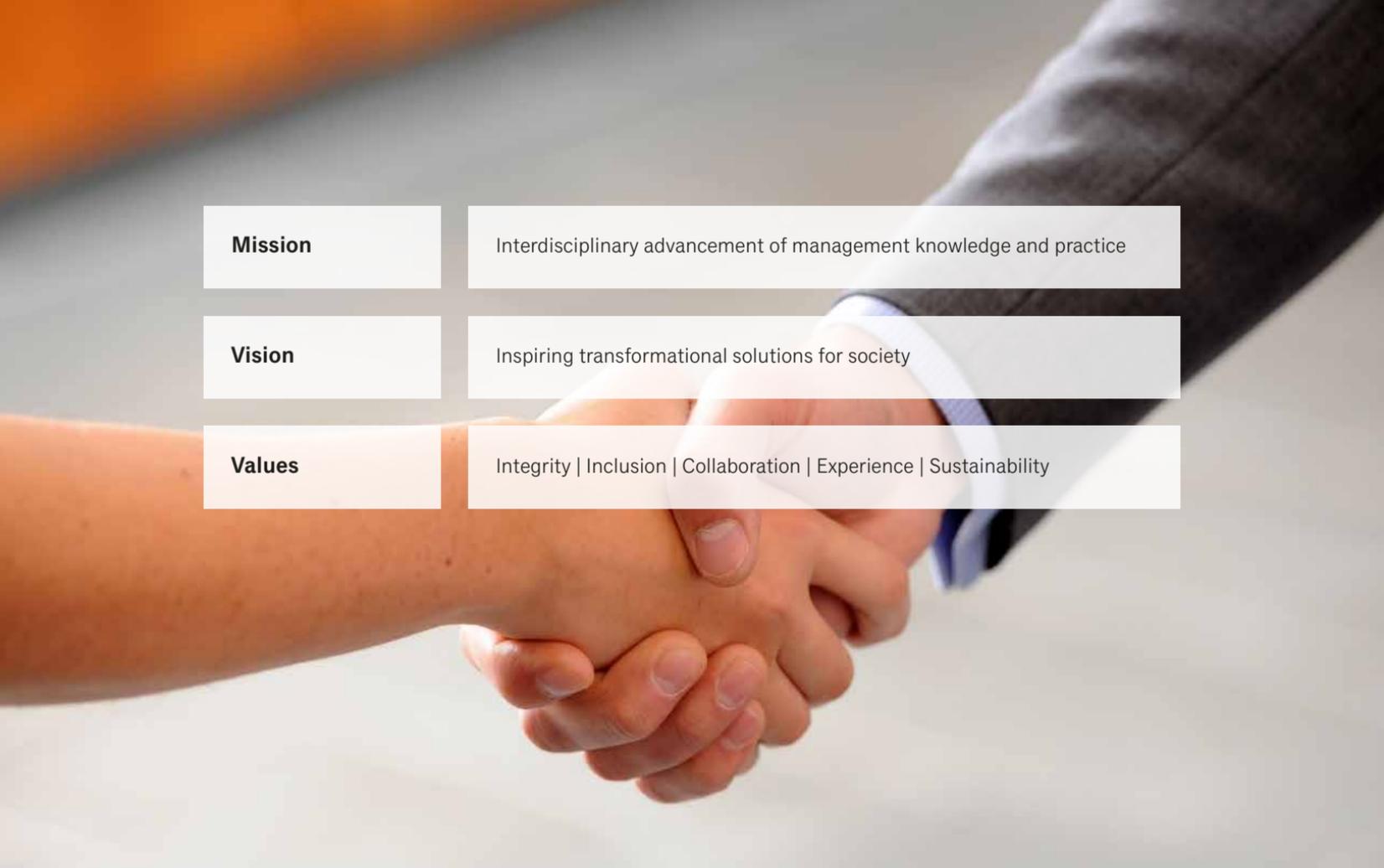
As the Faculty's 11th Dean, I am very pleased that we now have a shared Mission, Vision, and Values statement for our Faculty. Our pillars will channel our aspirations in three distinctive ways: (1) Advancing Experiential Learning (EL) Teaching and Research, (2) Fostering Internationalization and Global Citizenship, and (3) Cultivating Partnerships and Outreach. A total of nine strategic priorities will support our three pillars and they are outlined in this document.

Our Vision, *Inspiring Transformational Solutions for Society*, underpins our purpose and we should proudly remind ourselves every day that we are here to make a difference. Our plan will articulate the priorities and objectives toward which we will be striving for as a Faculty for the next 5 years. This plan is the result of several conversations and the collaboration among the four schools, several centres, students, alumni, partners and invited input from the entire Faculty of Management community. It was created by and for the Faculty of Management.

Our Strategic Plan, *Expanding the Experience*, aligns well with the key themes of Dalhousie University's plan: *Inspiration and Impact, Dalhousie's Strategic Direction 2014–2018*. As with the university's plan, Integrity, Inclusion, Collaboration, Experience and Sustainability are all part of the fabric of our plan.

The world is changing and understanding our society is becoming more complex. Over the next 5 years we need to be bold, imaginative, and invite ourselves to think differently. We also need to tell our story when we can, on and off campus, nationally and internationally. *Expanding the Experience* is meant to become our roadmap to work together and offer meaningful new ways and methods of supporting and changing society for the better.

Sylvain Charlebois
Dean, Faculty of Management



Mission

Interdisciplinary advancement of management knowledge and practice

Vision

Inspiring transformational solutions for society

Values

Integrity | Inclusion | Collaboration | Experience | Sustainability

MISSION

Interdisciplinary advancement of management knowledge and practice

With our four schools, the Faculty of Management is unique, different and a force which looks at management through a different lens. Our family of schools and centres has a rich history of working collaboratively that transcends all disciplines. Our strong alumni base has benefited from our expertise in management for more than a century.

VISION

Inspiring transformational solutions for society

Our purpose is to change the way we manage for the betterment of society. Inspiring students, staff and Faculty are key to making a difference in the several organizations which constitute the fabric of our economy and society at large. We also want all who interact with our Faculty, whether daily or occasionally, to be respectful of the world we live in.

**ROWE SCHOOL OF BUSINESS | SCHOOL OF INFORMATION MANAGEMENT | SCHOOL OF PUBLIC ADMINISTRATION
SCHOOL FOR RESOURCE AND ENVIRONMENTAL STUDIES | CENTRE FOR FAMILY BUSINESS AND REGIONAL PROSPERITY
CENTRE FOR INTERNATIONAL TRADE AND TRANSPORTATION | NORMAN NEWMAN CENTRE FOR ENTREPRENEURSHIP**



VALUES

Integrity

For the Faculty of Management, transparency and honesty are at the core of our values. Ethical reasoning is always the starting point for everything we stand for and we believe all decisions should be made based on sound moral principles.

Inclusion

We believe in diversity, respect, and compassion towards all. The Faculty of Management strives to create an inclusive, supportive home for all people, regardless of difference.

Collaboration

The Faculty of Management believes in engaging with others to share, learn and grow. Collaborating amongst ourselves and with other partners is key to our growth. We seek to build partnerships by proactively working to find common interests with strategic stakeholders.

Experience

Relevance is one of the Faculty of Management's greatest aims for everything it does inside and out of the classroom. Experiential learning, embraced by all in the Faculty of Management, connects us with communities every day.

Sustainability

The Faculty of Management believes that sustainability is the constant pursuit of one ideal: a perfect human-ecosystem equilibrium. As such, both socio-ecological and economic processes drive our environmental stewardship as a Faculty.

FACULTY OF
MANAGEMENT

**OUR
STRATEGIC
GOALS**



1

Advance Experiential Learning (EL) Teaching and Research

1.1 Support and expand EL and digital learning initiatives across the Faculty

1.2 Strengthen staff and faculty EL-related activities, including teaching and research

1.3 Build and foster relationships with other Faculties and community on EL

2

Foster Internationalization and Global Citizenship

2.1 Seek and expand intercultural and international programs and partnerships; provide staff, students, and faculty with opportunities to engage in intercultural learning

2.2 Foster a culture of environmental understanding and stewardship within the Faculty of Management

2.3 Develop a stronger, more collegial culture grounded in diversity and inclusiveness within the Faculty of Management

3

Cultivate Partnerships and Outreach

3.1 Maximize opportunities in innovation and entrepreneurship for sustainable regional prosperity

3.2 Position the Faculty as a leader in analytics and digital transformation across all sectors

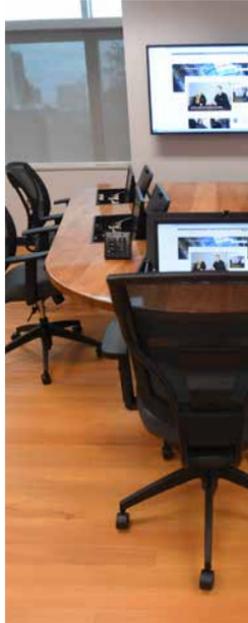
3.3 Create and expand self-sustaining programs with key partners

ADVANCE EXPERIENTIAL LEARNING (EL) TEACHING AND RESEARCH

Our Faculty has strived to offer experiential opportunities to all our students for decades. Our new strategy ventures to expand beyond what we do so well currently. From eLearning leadership to research in the area, our Faculty can influence how we teach and learn by eliminating the walls of a classroom.

1.1 Support and expand EL and digital learning initiatives across the Faculty

- Unique in its integration of EL with digital learning, the FoM will be recognized as one of the leading eLearning delivery units in the country
- We will increase the number of students enrolled in blended programs or programs delivered abroad
- We will use state-of-the-art technologies to enhance communications and pedagogy and overall experiential learning experiences
- We will increase the number of international EL opportunities for students, staff and faculty



1.2 Strengthen staff and faculty EL-related activities, including teaching and research

- All staff, faculty and students will be actively involved in experiential learning activities
- The Faculty of Management will continue to contribute to a culture of research and practice around EL



1.3 Build and foster relationships with other Faculties and community on EL

- The Faculty of Management will be highly engaged with alumni on EL opportunities
- Our Faculty will be engaged with most Faculties on campus on EL joint initiatives, particularly with Computer Science, Law, FASS, Health, Science, Agriculture and Continuing Education





FOSTER INTERNATIONALIZATION AND GLOBAL CITIZENSHIP

Expanding our programs is a constant goal we aspire to reach. To offer current and future students a different perspective on life from all corners of the world, it is critical that we recruit and deliver programs abroad. In doing so, we can achieve a better understanding of the world and appreciate our role as leading stewards of a tolerant and inclusive society. And of course, the balance between environmental protectionism and economic prosperity is our focus.

2.1 Seek and expand intercultural and international programs and partnerships; provide staff, students, and faculty with opportunities to engage in intercultural learning

- All our undergraduate and graduate programs will have international connections, inbound, outbound and/or both
- All staff and Faculty will be involved with intercultural learning experiences, domestically and abroad, to foster better integration
- We intend to build more pathways for entry into the Bachelor of Management Program while enhancing its curriculum



2.2 Foster a culture of environmental understanding and stewardship within the Faculty of Management

- Our pedagogy and programs will foster equity, inclusion, and environmental accountability
- The Faculty of Management will continue to be a leader in the pursuit of understanding scientific, economic and humanistic dimensions of sustainability



2.3 Develop a stronger, more collegial culture grounded in diversity and inclusiveness within the Faculty of Management

- We will continue to build relationships based on mutual respect
- The Faculty will have initiatives which recognize the multiple contributions of our students, staff and faculty.





CULTIVATE PARTNERSHIPS AND OUTREACH

Our Faculty recognizes that we can no longer pursue our goals in isolation. Partnerships will leverage our position and increase our chances for success. Innovation and entrepreneurship for economic growth will be a centrepiece of our strategy. Data science, one of our Faculty's most significant strengths, will be elevated as a core competency for our Faculty through forging partnerships on campus and beyond. In doing so, our Faculty will pursue new ways to reduce or even eliminate fiscal pressures.

3.1 Maximize opportunities in innovation and entrepreneurship for sustainable regional prosperity

- With the Faculty of Management's leadership, Dalhousie will become a leading institution in innovation, entrepreneurship, and commercialization across the country
- The Faculty of Management will be at the epicentre of our entrepreneurship ecosystem which serves our regional economy to the fullest





3.2 Position the Faculty as a leader in analytics and digital transformation across all sectors

- The Faculty of Management, in collaboration with other faculties, will embrace data science and the different ways we make decisions
- With other Faculties, the Faculty of Management will become the hub of knowledge on business analytics, open data systems and the general use of data in organizations

3.3 Create and expand self-sustaining programs with key partners

- The Faculty of Management will increase the number of revenue streams and will diversify its portfolio of revenue-generating initiatives
- The Faculty of Management will work with Advancement to secure key partnerships to support the University's goals
- We will increase the amount donated through annual giving
- The Faculty of Management will increase the number of alumni touch-points annually
- The Faculty of Management will develop a renewed executive education strategy with the Faculty of Continuing Education



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