

## Strategic Plan 2021-2026



**DALHOUSIE  
UNIVERSITY**

FACULTY OF MANAGEMENT

**Think broadly.  
Understand deeply.  
Act purposefully.**



# Creating New Possibilities

We are positioning our Faculty to create the future of management education, scholarship and civic engagement. We understand that private, public and not-for-profit sectors need to work together to generate new possibilities and value in organizations. We know that our next generation of talented leaders, managers and professionals need evidence-based education and experience to realize their full potential. We appreciate that new knowledge and thought leadership often come when we see beyond conventional disciplinary boundaries and engage across differences.

Our strategic priorities demand that we provide management education, grounded in research and thought-leadership, that enables our community to identify and realize its potential. Our programs cover a wide scope of literacies that leaders, managers and professionals need – cultural, civic, data, digital, economic, emotional, environmental, ethical, financial, information, innovation, justice, numeric and scientific. They cultivate the set of sophisticated skills and attributes necessary to create social and economic value and to thrive in workplaces and communities – adaptability, collaboration, communication, critical thinking, evaluation and analysis, imagination, problem solving, perseverance, resilience and the ability to work across sectors.

In addition to offering an education that serves as a model for others, we know that a Faculty of Management in a civic university like Dalhousie has an obligation to make a difference locally and globally. We are a place that inspires social and economic action and innovation. We foster talent in people who co-create possibilities and make a positive difference in the world.





# Mission:

We offer a world-class set of management skills and experiences that organizations value. We prepare people to work with, inspire and lead others to tackle complex challenges and achieve responsible results.

# Vision:

A world where talented people from the private, public and not-for-profit sectors work together to create social and economic value and new possibilities.



# Core values:

## **Accountability and integrity.**

When we say we will do something, we do it. We share our successes and failures to ensure that we are accountable for our actions.

## **Discovery.**

We believe in the potential for new ideas and ways of thinking. We question and draw reasoned conclusions. We are open to new experiences and personal growth.

## **Equity, diversity, inclusion, accessibility and decolonization.**

We foster an engaged and inclusive community, value the voices and contributions of all, acknowledge systemic power and privilege, and commit to dismantling harmful colonial ideologies and the fair redistribution of resources to enhance access, opportunity and success for all.

## **Relevance.**

We do activities that matter, are useful and make a positive difference in the world.

## **Sustainability.**

We consider the consequences of our decision-making for future generations and the planet.



# Strategy

By 2026, the Faculty of Management will be the destination of choice for talented people by offering a life-changing management education in a diverse and inclusive community that inspires social and economic innovation and responsible action.



# Strategic Initiatives

## Strategic Initiative 1:

**Provide our community with a positive, life-changing educational experience that sets the standard nationally and globally.**

The Faculty of Management offers a wide range of degree and non-degree programs at the undergraduate and graduate levels, and through certificates and innovation experience. We provide learning opportunities for every student that enable them to see new possibilities for themselves and their communities. We know that the value of life-long learning has never been more obvious. Creating the right setting for students to have that experience involves centring them as human beings, identifying vital emerging areas of study and exploration, as well as offering excellent management foundations, creating opportunities for students to explore and learn from their failures, and taking students beyond the conventional classroom. Everyone in our community is a student. We believe that each person has talent that can be nurtured and grown – as undergraduates, while in career transition, or as senior leaders. And we hold the view that our collective potential is best nurtured in communities of respect, belonging and possibility.

### Goal 1:

Prepare our community to navigate a changing world and labour market by offering a model management curriculum that includes experiential learning and especially work-integrated learning; literacy, attitude and skills development; relevant content; and a commitment to the UN's sustainable development goals.

- Ensure that our programs are relevant and up-to-date and that they challenge all students to excel and support exceptional students in need of greater challenges, inspiration and direction.
- Be an international model for flexible, innovative delivery models and assessment options for inclusive education.
- Expand the availability of our courses and certificates to the broader Dalhousie community and enhance our offerings for post-graduates wishing to re- and upskill.
- Offer all of our students options for experiential learning and continue to be a national leader in work-integrated learning.
- Instill a global mindset in our community by ensuring meaningful interactions with colleagues from around the world, and through curricular and extra-curricular opportunities, and playing a central role in attracting, educating, training and retaining international students and immigrants to the province and the region.
- Develop clear messaging about the value of each program that sets student expectations and attracts the students we want.



## Goal 2:

Provide students with outstanding supports and experiences that open their minds to new possibilities and enable them to develop their personal and professional goals.

- Develop a strategy for offering wrap-around, student-centric academic, wellness, extra-curricular and career development supports.
- Be guided by a commitment to reconciliation to ensure meaningful engagement between Indigenous and non-Indigenous peoples in our communities.
- Attract a pool of exceptional employers seeking to build and support their talent pipeline.

## Goal 3:

Strengthen the Faculty's reputation and brand recognition nationally and internationally to become a destination of choice for students, employers, academics and employees.

# Strategic Initiative 2:

## Inspire social and economic innovation and action

Over the past five years, Dalhousie has developed a deliberate and coordinated innovation and entrepreneurship strategy in collaboration with other universities, and with the larger start-up community and innovation ecosystem. The Faculty of Management has much to bring to the realization of that strategy, including strong partnerships with regional governments and industry, undergraduate and graduate programming specifically designed to build capacity in innovation, and a commitment to social and economic innovation. We know that our region, country and the world need talented leaders, managers and professionals who can advance change, solve problems and make a positive difference. Our approach, which integrates public, private and not-for-profit sectors in generating social and economic innovation, is distinct and will serve as a model for others to emulate.

## Goal 4:

Become the model for advancing society through inclusive, integrated and research-supported social and economic innovation.

- Serve as the regional university hub and catalyst for inclusive innovation and entrepreneurship initiatives.
- Connect our social and economic innovation initiatives with Dalhousie's commitment to advance the UN's Sustainable Development Goals.
- Create a unique social innovation hub that connects students and faculty members with private, public and non-profit partners to create and realize new possibilities and to develop innovative approaches to challenges faced in the Atlantic region.
- Link our thought-leadership, research and teaching excellence with our social and economic innovation and entrepreneurship activities.



# Strategic Initiative 3:

## Grow, nurture and support a diverse and inclusive community

The Faculty of Management community comprises creative, thoughtful, courageous, energetic people who care about how we can achieve real and responsible results in our communities and in private, public and non-profit organizations. We want to nurture, support and grow that community in a way that reflects our diversity and creates a sense of inclusion and belonging for all.

### Goal 5:

Ensure our community is diverse and inclusive to enable us to learn from one another while benefiting from our collective experience.

- Set targets for student, faculty and staff diversity.
- Enhance the climate of inclusion.

### Goal 6:

Ensure that our staff's abilities are reflected in the work they do and that our faculty members set and achieve ambitious research, teaching and learning goals.

- Encourage the development of new ideas by supporting research partnerships; fostering national and international academic, industry and government connections; and launching a PhD program to support emerging talent.
- Support thought leadership and research in all areas of management by enhancing dissemination support, encouraging co-creation, offering seed and matching funding and streamlining administrative obligations.
- Support faculty members' potential by ensuring they have adequate time and incentive to ensure rigour, relevance, accountability, inclusiveness and accessibility in their classrooms and that they are engaged in life-long learning and discovery.
- Support staff members' potential by recognizing and growing their talents and by offering learning opportunities that ensure our community is inclusive and accessible.

### Goal 7:

Grow our community.

- Foster life-long learning and increase enrolment in our degree and non-degree programs.
- Build stronger partnerships with other Faculties at Dalhousie, other universities around the world, industry and government.
- Expand our global reach.
- Develop our alumni and employer networks.
- Enhance partnerships with friends of the Faculty.





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