



THIRD CENTURY PROMISE

Si'st Kasqimtnaqnipunqekl
Teli L'wi'tmasimk

DALHOUSIE UNIVERSITY'S
STRATEGIC PLAN 2021-2026



President's Message

Fulfilling Our Third Century Promise

What would it take to lift Dalhousie University, widely recognized as one of Canada's best, into the community of the world's greatest universities? And while on that journey, how can we do our absolute best to serve our communities here at home, helping lift *their* aspirations to the same heights?

These questions served as our guiding light as we invited our diverse constituents to share ideas to help shape our collective path for the next five years—a roadmap that will help us build on achievements of the past two centuries and guide us towards the promise of our third century. A product of an unprecedented level of engagement, this plan builds on our momentum, reflecting our ambition to accelerate Dalhousie's ascent to a much higher level of achievement, inclusion, service, and consequent impact.

This plan embodies our promise—the promise to give our collective best, continually push the limits, ensure that opportunities and benefits are equitably available and attainable, and rededicate ourselves to be the lever of economic and social uplift of our diverse communities. The leading edge of this promise is *excellence* in everything we do, but excellence that is simultaneously and demonstrably also *inclusive*, recognizing that true institutional excellence is unattainable unless it equitably fosters opportunities for every member of Dalhousie and the communities we serve to attain their best, regardless of their background or circumstance. We do so by relentlessly striving to eliminate barriers to full participation, belonging, and success.

We flourish or fall with the fortunes of the communities we reside in. Therefore, we recognize that it is in both our self-interest and our social duty to be a leading instrument of

strengthening our province and our region. Just as importantly, Dalhousie also has the depth, scale, reach, and partnerships to extend our impact far beyond our geographic base. This plan is thus also our promise to deploy our research, scholarship, and innovation capabilities to help improve the human condition from local to global levels.

Dalhousie begins its third century with much to be proud of. Enrolment is at a record high, with more than 20,000 students, and international enrolment has grown by more than 300 per cent over the past decade, attracting students from approximately 120 countries. We have pushed annual external research funding above \$180 million and we stand among global leaders in research impact. Our ties to our communities are stronger than ever. The experience of the COVID-19 pandemic has proven that we can work together through great challenges and emerge stronger. This plan for the next five years now guides us forward towards our long-term vision. We have conceived and shaped this plan together – it is an expression of our collective ambition and will, and together we bear the responsibility to bring it to fruition. Together, we are ready to live up to and fulfill our Third Century Promise, extending and growing our enduring positive impact on Nova Scotia, Canada, and the world.



Deep Saini
President and Vice-Chancellor



Developing Our Shared Plan

Our *Third Century Promise* — or *Si'st Kasqimtlnaqnipunqekl Teli L'wi'tmasimk* in Mi'kmaq — is the product of our shared aspirations as a Dalhousie community, expressed through a comprehensive, engaging, and consultative planning process that has now spanned two years. It signals Dalhousie's long-term ambition while providing a clear, actionable strategy to guide us during the next five years. Future plans are expected to build on these priorities, just as our new plan seeks to build on its 2014-18 precursor, *Inspiration and Impact*, in which the opening sentence foreshadowed the long-term commitments we are now formalizing:

“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 develop this plan, we sought to capture and reflect the goals and priorities of faculty, staff, students, and other valued members of our community through four distinct phases of engagement:

EXPLORE AND LISTEN (JANUARY–MAY 2019):

Broad input was gathered through a

general survey that attracted 253 responses; 37 engagement meetings covering all Faculties and attracting over 600 faculty, staff, and students; and a retreat that included 200 participants and garnered over 900 comments.

LEARN AND GROW (MAY–AUGUST 2019):

16 informal learning circles explored subjects identified in the previous phase in greater depth.

SELF STUDY (SEPTEMBER 2019–MARCH 2020):

Self-study teams researched and developed thought papers around eight emerging strategic themes. Each team was co-led by a faculty member and a staff member, supported by subject-matter experts and team members from across the university community. In total, more than 150 individuals served on a self-study team.

FINALIZING THE PLAN (MARCH 2020–APRIL 2021):

Following a pause in planning activity due to the COVID-19 pandemic, the president and senior leadership team consolidated insights from all phases of the process into five core pillars and gathered final insights and feedback from deans, VPs, AVPs, Senate and Board officers, and other leaders across campus.

It would be impossible to include all the excellent feedback, insights, objectives, and recommendations that emerged from this

thorough set of consultations. This plan is our best effort to synthesize the essence of the many priorities and compelling ideas brought forward. Any recommendations not explicitly referenced will be continually revisited as we move forward, primarily through specific strategic initiatives required to operationalise the plan's priorities and actions.

ACKNOWLEDGEMENTS

Individuals and groups from all parts of the university played a crucial role in the development of this plan. Through each of the four phases of consultation and development, students, faculty, staff, internal offices and departments, and external organizations took the time to share their insights and perspectives. Initiated and overseen by former Provost and Vice-President Academic Dr. Teri Balser and, subsequently, Provost and Vice-President Academic (Acting) Dr. Frank Harvey, this extensive consultation process sparked broad interest and excitement around Dalhousie's plan. Thank you to Drs. Balser and Harvey for their leadership and vision throughout the consultation process and to Dr. Harvey for his work to coalesce key themes from the consultations into the final plan. Thank you to everyone who took the time to engage in the planning process. Special recognition and thanks are due to the leads of the eight self-study teams for the immense effort and commitment demonstrated to convene these

discussions and develop thought papers. This plan is richer for these thoughtful contributions.

Thank you, also, to Vice-Provost Planning and Analytics Susan Spence, Assistant Vice-Provost Planning and Strategy Leanne French-Munn, Senior Institutional Planner and Project Manager Brenda MacPhee, President's Office Chief of Staff and Executive Director (Acting) Laura Hynes Jenkins, Associate Director Integrated Communications Ryan McNutt, and freelance writer Leo Artalejo for their support throughout the planning process.



OUR VISION

Dalhousie inspires our diverse community to serve Nova Scotia, Canada, and the world through innovative and impactful teaching and research, world-class scholarship, a passion for learning, and a deep sense of social responsibility.

OUR MISSION

To lift the intellectual, social, and economic vitality of our local, national, and global communities through an institution-wide commitment to a world-class student experience, interdisciplinary collaboration, and mutual respect and inclusion in all aspects of our academic, research, and civic priorities.

OUR VALUES

ACADEMIC FREEDOM

We are committed to the principles of academic freedom in all areas of teaching and research, and remain dedicated to scholarly autonomy, intellectual integrity, and accountability. Through our teaching, research, and administration, we commit to discourse, dialogue, and language that is open, inclusive, and respectful.

COMMITMENT TO EXCELLENCE IN TEACHING, RESEARCH, AND SERVICE

Academic programs that attract and retain a diverse mix of outstanding students, scholars, researchers, and staff are at the core of our mission. We are a research-intensive university grounded in a legacy of discovery, academic excellence, and community service that defines our approach to teaching and learning.

EQUITY, DIVERSITY, INCLUSION AND ACCESSIBILITY

Ongoing commitments to achieve inclusive excellence through continually championing equity, diversity, inclusion, and accessibility (EDIA) are integral to Dalhousie's vision, mission, actions, culture, and how we interact with one another on a daily basis. These obligations extend to redressing historical and ongoing systemic inequalities among our citizenry. We remain committed to facilitating and celebrating the success of our African Nova Scotian communities, and to reconciliation and continued work to build integrity in Dalhousie's relationship with Canada's First Peoples, especially the Mi'kmaq on whose lands we are privileged to share.

FUTURE-READY LEADERS

While affirming our commitment to a holistic approach to shape individuals with life-ready knowledge and skills, we will deliver on our learners' interest in connecting their programs to rapidly evolving and emerging future career opportunities while making positive and impactful contributions to society.

IMPACTFUL COMMUNITY ENGAGEMENT

We exist because of support from our communities. In turn, Dalhousie has an ongoing responsibility to engage, connect with, and support our communities. We are committed to being a strategic partner in promoting the economic development and social vitality of Nova Scotia and the Atlantic provinces through our actions, including creating and fostering growth opportunities through impactful and collaborative research, scholarship, and partnerships. Befitting a *civic university*, these obligations extend to fostering the capacity to overcome structural challenges by reducing disparities the region has endured within Canada. Dalhousie will play a critical role in that journey as a citizen of Nova Scotia with an ongoing responsibility to engage, connect with, and support the local communities not as an elite institution separate from the daily affairs of our public, but as a member of our public.

SOCIAL RESPONSIBILITY AND SUSTAINABILITY

Through our teaching, research, and service, we will expand understanding and adherence to the core principles of sustainability, advance knowledge about climate change, and help to catalyze evidence-based solutions (*A Charter for Canadian Universities, June 2020*). We remain committed to supporting actions that are consistent with the Charter, and will continue our important work towards fulfilling the United Nations Sustainable Development Goals for 2030.

WELLNESS, ACCESSIBILITY, RESPECT AND SUPPORT

We will create work and learning environments grounded in respect and support, guided by a shared responsibility for equitable access and the well-being of our faculty, staff, and students.

Our Shared Plan

Building on our 200+ years of history as one of Canada's leading and Atlantic Canada's foremost institution of higher learning, research, and innovation, and expanding on our role as a major driver of provincial and regional economies, this plan comprises four inter-connected pillars of strategic intent. Our objective is to accelerate Dalhousie on the path to global distinction while further deepening our commitment as a *civic university* dedicated to uplifting our communities. These four pillars will stand on the bedrock of the fifth—modernizing and enhancing our physical, digital, and social infrastructure to support our drive for inclusion and distinction.

1

EXCEPTIONAL STUDENT EXPERIENCE

OUR STUDENTS

are the very essence of why we are here; their success is our highest obligation. Dalhousie's diverse pan-Canadian and international students continue to be attracted to our outstanding learning environment, which reflects diverse populations, stimulating research, rich extracurricular opportunities, a strong student experience, and our East Coast cultures. We are committed to placing Dalhousie among the very best universities in the country for exceptional and equitable student experience and success.

We will track our success through independent national measures of educational quality, degree completion, employment, and student engagement.

2

INCLUSIVE EXCELLENCE

OUR FACULTY AND STAFF

are the source of our success and the key drivers of our vision, mission, and aspirations. In support of our unwavering commitment to excellence, we aspire to be an accessible destination employer and the national leader in championing equity, diversity, inclusion, and accessibility. We will prioritize wellness and respect and continue to support and empower our people to achieve their career aspirations; we will recognize individuals and teams for their innovations and successes; and we will all be people-focused and accountable at all levels of the institution.

We will monitor our progress through improved data collection and by sharing evidence of our successes in recruitment, diversity, inclusion, retention, performance, and employee satisfaction.

3

HIGH-IMPACT RESEARCH

OUR RESEARCHERS

are scholars, innovators, and entrepreneurs who drive Dalhousie's positive impact on society. Building on our legacy of groundbreaking research and outstanding scholarship, we will continue to focus our efforts on growing world-leading research programs in areas of particular strength, and invest in infrastructure that supports our researchers to achieve excellence.

We will evaluate our progress via a suite of performance measures that track our research income and outputs, our collaborative research activity, and our impact on society.

4

CIVIC UNIVERSITY WITH GLOBAL IMPACT

OUR COMMUNITIES

will benefit from strong partnerships and meaningful engagements with local impact through global reach.

Dalhousie and our communities have co-evolved as partners for 200 years. At the dawn of our third century, we fully embrace our pivotal role as a civic university, invested in holistic social, intellectual, and technological partnerships designed to support our communities, province, and the region. Further, as stewards of the UN's Sustainable Development Goals, we will leverage our global activities to deliver on our local commitments.

We will hold ourselves accountable for our twin civic and global commitments through a broad set of internal and external performance indicators such as STARS (sustainability) and THE impact rankings.

5

A FOUNDATION FOR INCLUSION AND DISTINCTION

OUR INFRASTRUCTURE encompasses more than buildings. It includes administrative processes, governance structures, policies, digital platforms, finances, and social infrastructure—the connective tissue that supports healthy participation by all members.

A comprehensive review of all facets of our

infrastructure will be completed with a view to the long-term needs of the university. This includes a review and update of our multi-campus master plan for our physical space. We will continue to pursue high standards of environmental stewardship and resource-efficiency. And our new Digital Strategy will be a foundational, enabling companion of this Strategic

Plan, positively impacting our core teaching, research, service, and student-life missions, and transforming processes and systems in administrative and support functions central to Dalhousie's success.

We will establish and implement benchmarks to monitor our progress, satisfaction, and accountability through key performance indicators.

EXCEPTIONAL STUDENT EXPERIENCE



Our students are the foremost reason for Dalhousie's existence and purpose. Our graduates are our strongest ambassadors, and their experience with us and their success is a key driver of the university's reputation and legacy. Dalhousie has long been known for the excellent quality of its education, and we are embarking on a sustained campaign to become Canada's most student-centred research-intensive university, and among the top-ranked universities globally for a transformative student learning and life experience for our undergraduate, graduate, domestic, and international students.

Our relationship with many students begins long before they attend Dal and lasts long after they graduate. Their family's relationship with Dal may go back generations and very often contributes to student choices for their post-secondary education. On the other hand, the decision by an international student to come to Dalhousie may represent one or two generations' worth of savings; their hopes and ambitions for a better life are pinned on us because we stood out among all the other options in the world. Many of our students come from historically disadvantaged communities (locally and nationally) or are the first in their families to attend university—

these students often benefit from additional supports and tailored mentorship opportunities. Cultivating positive experiences for all of our students is essential to our mission, and these experiences, in turn, will define important parts of their lifelong relationship with the university as alumni.

In addition to sustaining our strong commitment to excellent in-person teaching, we will introduce more flexible learning models and options that are stackable, cross-disciplinary, and relevant. We will expand co-curricular opportunities and integrate online technologies to enhance and modernize our student support, as well as residential and campus life experiences. We will carefully consider the attributes, knowledge, and skills Dalhousie graduates should exhibit, commit to curricular renewal, and reward excellence in curriculum development, program innovation, and delivery. While fully preserving our long-held values of holistic education nurturing global citizenship, as well as our 200-year legacy of liberal arts and sciences education, Dalhousie will sharpen its focus on career readiness and global success of our undergraduate, graduate, and professional students through the expansion of experiential learning, career development and entrepreneurship training, research

opportunities and international mobility.

We will deliver excellent student support programs and services that reflect evolving student needs and identities by integrating diversity, equity, inclusion, and accessibility into systems, policies, and practice. Our Student Affairs team, in cooperation with other key partners and stakeholders across our campuses, will take the lead in establishing Dalhousie's reputation for exceptional student affairs practices based on evidence-informed decision making, clearly articulated goals, and a campus-wide holistic approach to providing a world-class student experience.

Dalhousie has long been a leader in attracting students from across Canada and has dramatically expanded its international enrolment over the past decade. Building on our values and aligning with government policies and priorities, we will intensify our efforts to diversify our student body while ensuring we have the resources to provide the necessary supports for maximizing retention and student success, turning Dalhousie into Canada's leading university in having a national and truly international student community. Establishing new models of international partnerships and expanding access pathways will be integral to this strategy.

To ensure that our graduates remain competitive throughout their careers in a rapidly changing world, we will commit to a substantial enhancement of the lifelong partnership with our alumni by offering a benchmark guarantee for a Dalhousie degree, facilitating continual professional upgrades at substantially reduced cost. This includes discounting post-first-degree enrolment in micro-credentials as a way to support alumni in acquiring and demonstrating new skills.

Dalhousie will embark on a sustained campaign to be recognized as the best in Canada and among top ranked universities globally for a transformative learning and life experience, leading students to successful careers, professional designations, or advanced graduate degrees.

ACTIONS

1. **Make Dalhousie a leader in curriculum development and program innovation by providing excellent in-person, online, and hybrid/blended program delivery models through continued strategic investments in infrastructure, facilities, and faculty supports and training.**
2. **Reward excellence in teaching, curricular development, and pedagogical innovation in our undergraduate, graduate, and professional programs at par with other core elements of Dalhousie's academic and research missions.**
3. **Strengthen Dalhousie's commitment to professional development and the preparation of students for employment and success through innovations in academic programing, skills-based learning, experiential and work-integrated learning, entrepreneurship training, and community-engaged teaching, research, and service. At least one form of genuine experiential learning opportunity will be available as an option in each Dalhousie degree by 2026.**
4. **Create a single, seamless, and digital system for supporting our undergraduate and graduate student journey from the point of first contact during recruitment through to admission and registration, retention, student services and advising, academic success in upper years, graduation, career supports, and alumni relations.**
5. **Deliver excellent student support programs and services that increase student retention by reflecting evolving student needs and identities, including integrating diversity, equity, inclusion, and accessibility into systems, policies, and practices across all Dalhousie campuses.**
6. **Expand Dalhousie's global reach by identifying global partnerships, developing clear priorities for targeted, diversified, and expanded recruitment, retention, and academic success of international students, while also expanding international academic opportunities for all our students.**
7. **Deploy strategies that will strengthen Dalhousie's capacity to reach, attract, and retain students who both historically and currently face barriers to participating in our community, with special emphasis on African Nova Scotian and Mi'kmaw students.**
8. **Position Dalhousie as a committed lifelong career partner for our graduates, offering continual career up-skilling and re-skilling to all alumni by discounting post-first-degree enrolment in micro-credentials.**

INCLUSIVE EXCELLENCE



Dalhousie's 200 years of storied history are a direct product of the passion and ingenuity of our people—*teachers*, who have educated generations of outstanding graduates with national and global impact; *researchers and scholars*, whose discoveries, inventions, scholarship, and thought-leadership have enhanced the quality of life at home and abroad; *staff*, who have contributed enormously and in diverse ways to Dalhousie's academic mission; *students*, who constantly renew us, enrich our campuses, enhance us intellectually, and challenge the status quo; *alumni*, our 148,000 ambassadors spread across more than 150 countries; *donors and volunteer leaders*, whose generosity has built our campuses and supported our mission; and *founders and successive senior administrators, governors, and senators*, whose vision has shaped our direction and steered the institution through good and challenging times alike. Everything Dalhousie is today is a product of the legacy left by our people and our partners. It is only through our collective effort that we will achieve our global ambitions, keep our commitments to our communities, and continue to thrive as a leading national and international university.

Our second pillar places the highest priority on nurturing the outstanding talent we have and enriching and diversifying our faculty and staff complement by eliminating barriers and actively searching for the most accomplished and promising individuals, with special attention to all underrepresented groups and particular emphasis on African Nova Scotian and Mi'kmaw communities. Dalhousie consistently ranks among the top employers in Canada and in Atlantic Canada. Over the past five years we have been successful in recruiting our first-choice faculty and staff candidates over 90 per cent of the time. Our low turnover rates among faculty and staff reflect that Dalhousie is a destination where people come to build their careers. Through our collective effort, we will ensure Dalhousie remains an employer of choice—a national sector-leader in equity, diversity, inclusion, and accessibility—with our people strongly committed to, and engaged in, supporting the university's core mission of exceptional education, research, and service.

Our commitment to setting a high benchmark for attracting and nurturing talent will be informed by accountability

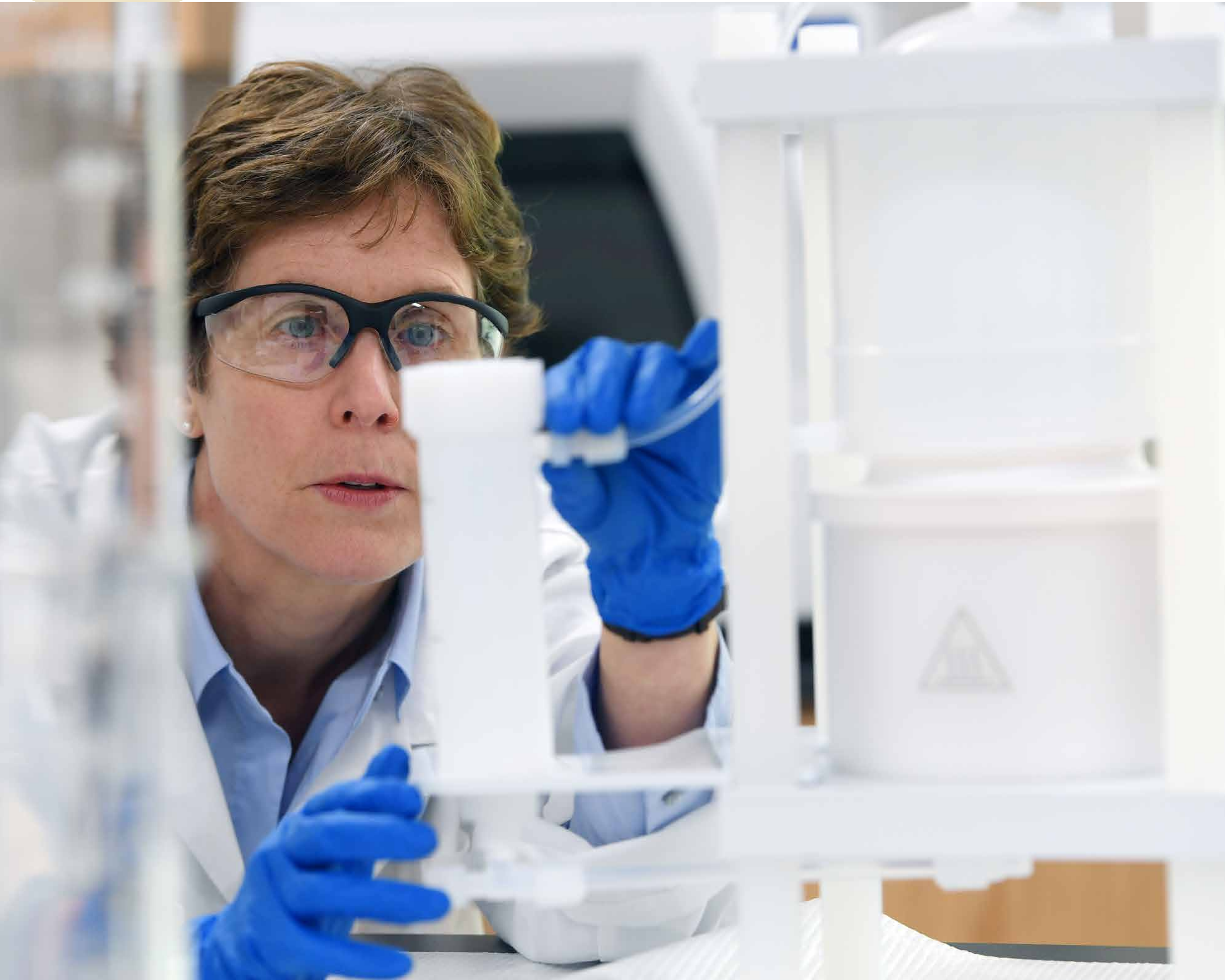
measures at all levels with a focus on recognizing the contributions of our faculty and staff.

We will invest in developing a more welcoming, inclusive, and caring culture for all regardless of one's background and circumstance, with an emphasis on wellness, accessibility, respect, and support for all members of our communities.

ACTIONS

1. Enrich and diversify our faculty and staff complement by actively searching for the most accomplished and promising individuals, evolving our best practices for recruitment and retention, and offering our candidates competitive conditions that attract them to Dalhousie. We will also conduct a review of targeted hiring initiatives, including the Dalhousie Diversity Faculty Awards (DDFA), and make adjustments (e.g., strategic cluster hires) when necessary to ensure significant improvements in recruiting African Canadian and Indigenous faculty and staff, with special emphasis on recruiting and retaining African Nova Scotian and Mi'kmaw faculty and staff.
2. Foster an institution-wide commitment to a healthy, accessible, and academically inclusive culture for working and learning. Encourage an organizational culture of mutual respect, accountability and collaboration that acknowledges the value and contribution of all employees to the university's vision and mission.
3. Develop actionable strategies to drive the pursuit of excellence and recognize individual and team achievements in the areas of wellness and accessibility including development of an institution-wide wellness strategy and progressive approaches to how we work (including virtual workplaces) that prioritize safety, flexibility, efficiency, engagement, and productivity.
4. Provide mentorship, support, and career development opportunities for faculty and staff across all employee groups. This will include a leadership training curriculum that includes a focus on EDIA training and mentorship to achieve people-focused professional goals to maximize support and retention of equity deserving faculty, staff, and leaders.
5. Prioritize advancing the work of Dalhousie's Diversity and Inclusiveness Strategy, Indigenous Strategy, African Nova Scotian Strategy, and actions that reflect Dalhousie's commitment to an anti-racist culture. Commit to improved processes to support the experience of senior leaders from historically underrepresented groups
6. Determine and work towards meaningful representation targets for equity deserving groups on Dalhousie's leadership teams.

HIGH-IMPACT RESEARCH



Research and scholarship are foundational to Dalhousie’s educational experience at all levels—undergraduate, graduate, professional, and post-doctoral alike. As a member of Canada’s U15 group of research-intensive universities, Dalhousie is a national and regional powerhouse and a global player, providing students and researchers with a platform to forge new frontiers in knowledge and innovation.

From this vantage point, our new plan seeks to position Dalhousie on the global stage as a premier university in our established fields of research priority and our emerging strengths, as outlined in *Impact Together, Dalhousie’s Research and Innovation Strategic Direction, 2018-2023*. While we remain committed to across-the-board excellence in research, we will concentrate on growing research clusters that align with our research strengths, that support national and regional priorities, and that present a significant opportunity for us to assume a leadership position on the international stage. Building Dalhousie’s clusters of research pre-eminence will entail developing closer partnerships with government and non-government organizations, industry, and business. We will pursue these priorities

while remaining grounded in supporting a variety of innovative and inventive research activities, related community outreach initiatives, and resulting knowledge mobilization and transfer.

By supporting international partnerships, identifying and attracting increased funding from a variety of sources, and focusing on graduate student support, we will enable our researchers to apply their expertise to addressing the world’s most pressing problems: from ending poverty and fighting inequalities to tackling climate change and ensuring that no one is left behind. We will provide interdisciplinary learning opportunities and experiences for our faculty, staff, and students to develop as innovators and entrepreneurs with a safe environment in which to unpack complex problems, brainstorm ideas, evaluate solutions, test concepts, take risks, and learn from failure.

We will support researchers with broad and diverse knowledge mobilization options to ensure their work has impact and recognition, including a full suite of opportunities for translating research outputs into tangible outcomes for the benefit of our communities, Canada, and the world. We will focus on diverse methods



that include research partnerships with a variety of organizations, and in particular with our Mi'kmaw and African Nova Scotian community as knowledge producers.

Building on our legacy of groundbreaking research and outstanding scholarship, we will continue to focus our efforts on growing world-leading research programs in areas of particular strength, and invest in infrastructure that supports our researchers to achieve excellence.

ACTIONS

1. As we continue to fully support our Research and Innovation Strategic Direction, Dalhousie will encourage and support emerging areas of discovery and exploration that may lead to potential world-leading pre-eminence and are also aligned with community, provincial, and regional needs, and target internal, philanthropic, and other investments to develop the full potential of our research clusters.

2. Enhance logistical research services, funding, and other supports for our research communities. In turn, the Dalhousie community will maintain a high standard of research and scholarly excellence that fully considers ethical and social dimensions of its impact and is celebrated through multiple dimensions of dissemination, diverse grant capture opportunities, industrial and philanthropic partnerships, research networks, and multi-faceted community engagement.

3. Through collaborative efforts between Research & Innovation and Government & Global Relations, identify and nurture

new research networks, nationally and internationally, with particular focus on high-value partnerships.

4. Increase the number and diversity of our PhD and post-doctoral scholars by attracting new sources of funding, working with other institutions and global partners, and reinforcing our efforts to enhance the professional development of our PhD students to facilitate access to an expanding number of career opportunities.

5. Intensify our effort to expand and strengthen our R&D linkages with industry and community partners and sharpen our focus on mission-oriented, problem-solving research and policy relevant community outreach and communication. We will use the framework of the UN SDGs to ensure local and global consequence.

6. Formalize and streamline Innovation and Entrepreneurship (I&E) programming across Dalhousie in keeping with national and global growth in the start-up economy and social enterprise. Through robust I&E programming we will build an innovation and entrepreneurial community by providing

opportunities to participate within social, cultural, and economic growth roles that benefit our region and further drive our industry engagement to create local investment to encourage participation across our start-up ecosystem.

7. Collect and share essential research performance data to refine Dalhousie's rankings submissions and raise awareness of our accomplishments with a view to ensuring that our efforts are reflected in Dalhousie's place in national and global university rankings.

8. Integrate sustainability, environmental responsibility, social justice, and climate change themes in funding campaigns to support the UN SDG goals and clusters embedded within Dalhousie's Research and Innovation Strategic Direction.

CIVIC UNIVERSITY WITH GLOBAL IMPACT



The success and prosperity of Dalhousie and of Nova Scotia are inextricably intertwined. Our strategy and ambitions on the global stage must simultaneously be a project to elevate the social, environmental, and economic prosperity of our province.

Our communities have made us the outstanding institution we are today and, in turn, we have played a crucial role in the life, progress, and well-being of the communities in which our campuses reside. We have educated numerous leaders in public life and diverse professions and have created knowledge and informed policies that have shaped our society—Prime Ministers, CEOs and Nobel Laureates; health-care leaders, artists and scientists; and nearly 100 Rhodes Scholars, among so many others. We provide health and wellness, legal, and counselling services to the public. We are a major source of sports and performing arts entertainment in Halifax. We serve as the community commons for debate and discourse around major issues. We are one of the largest employers, providers of talent, and generators of economic activity in the region. We are intimately tied into the life of our province -- Dalhousie is a *civic university* for Nova Scotia, with a shared civic duty to

contribute to Nova Scotia's future.

In this plan, we aim to make Dalhousie's commitment to a positive impact for Nova Scotia even more intentional. Building on our history of service and inspired both by the U.K.'s network of Civic Universities and by the "land-grant" tradition of public universities in the U.S., Dalhousie will forge deep provincial partnerships rooted in shared challenges and opportunities. Our objective is to ensure that a stronger Dalhousie also builds the strength of Nova Scotia, and that a thriving province is the foundation for our emergence as a top global university.

In pursuing this vital goal, Dalhousie has a particular obligation to the Mi'kmaq, on whose unceded territory we live and work, and to Nova Scotia's African Nova Scotian communities. We celebrate and recognize the significant history and enduring impact of these two distinct groups, and believe our aspirations as a university and a broader society cannot be achieved without the full participation of these historically underserved communities. Building on our significant institutional commitments, and guided by the work of our Indigenous Strategy and African Nova Scotian Strategy, Dalhousie will pursue

respectful partnerships, commit to meaningful engagement, and support community-driven efforts as we help grow and support the success of Mi'kmaw and African Nova Scotian students, researchers and communities.

Dalhousie will establish a framework for intentional impact built upon shared priorities established with our governments and other partners. These priorities will create a foundation on which drivers of our emergence as a top research university are mapped onto drivers of economic and social prosperity, and from which mutually reinforcing programs and initiatives are planned.

ACTIONS

1. Develop an “impact charter” for Dalhousie, dedicated to pursuing our global mission and ambitions through the lens of our responsibility to play a pivotal role in inclusive and diverse aspects of the economic and social well-being and development of our communities. This charter will parallel the ethos of our commitment to the United Nations Sustainable Development Goals in its scope and impact.
2. Foster partnership with the provincial government and private sector to engage in major development projects targeted to enhance educational, commercial, and employment opportunities for the people of our province.
3. Dalhousie commits to deep and meaningful partnerships and relationships with Indigenous peoples across Canada, in particular to the Mi'kmaw Nation on whose territory Dalhousie's campuses reside. Through the Indigenous Strategy, Dalhousie commits to improving access and success for Indigenous students,

researchers, faculty and staff and ongoing transformation of higher education and research by, with, and for Indigenous peoples. Dalhousie's partnerships and relationships with Indigenous communities in Mi'kma'ki will model respectful and meaningful engagement, including with the contemporary scholarship and wisdom of Mi'kmaw elders, knowledge holders, and scholars.

4. Dalhousie recognizes the African Nova Scotian community as a distinct people with unique needs and talents. Through implementation of our African Nova Scotian Strategy, Dalhousie commits to creating safe, culturally-specific academic, research, social, intellectual and physical spaces to nourish and facilitate meaningful and safe integration both on our campuses and in our engagements with the broader African Nova Scotian community.
5. Partner with governments to increase access to higher education for Nova Scotia's diverse populations, with particular emphasis on Mi'kmaw and African Nova Scotian communities. Emphasize working with grassroots associations and local

community leaders to better understand their perspectives and address their educational needs.

6. Broaden and encourage public access to our university's activities and facilities to foster a clearly visible connection between the university and the communities in which we reside.
7. Leverage our international reach and connections to promote Nova Scotia and Canada internationally, help expand opportunities for local enterprises and organizations, and play a central role in attracting, educating, training, and retaining international students and immigrants to the province and the region.

Our Shared Plan

A FOUNDATION FOR INCLUSION AND DISTINCTION



Our Strategic Plan includes many important initiatives to guide our principled commitments to equity, diversity, inclusion and accessibility. Fulfilling our promise will establish the *social infrastructure* required for Dalhousie to succeed. This final pillar includes several additional priorities designed to improve many important elements of Dalhousie's standard infrastructure (e.g., buildings, digital network, governance structures, finances, etc.). In the absence of social infrastructure, much of what we aspire to achieve and improve under this foundational pillar will fall short.

The standard elements of infrastructure of a modern university consists of its physical campuses, governance, policies, administrative process, and digital platforms. Modernization of our infrastructure is required for our productivity and well-being and is an essential pre-requisite to achieving the full potential of our faculty, staff and students to explore, learn, discover, innovate and engage. A thoughtful and comprehensive review of all facets of our infrastructure must be completed with a view to the long-term needs of the university in

the coming decades.

Location matters, and Dalhousie is endowed with two exceptional locations. Our Studley, Carlton, and Sexton campuses are located in the heart of Halifax—one of North America's top 10 mid-sized cities for talent and liveability, and the economic and cultural hub on Canada's eastern seaboard. Dalhousie's Truro campus, the site of our Faculty of Agriculture, adjoins some of Atlantic Canada's most productive agricultural lands surrounded by several rural communities looking for opportunities to access a world-class university education. Our communities also include Dalhousie Medicine New Brunswick, which continues to provide students with an opportunity to study medicine in their own province at various teaching sites, as well as our nursing programs in Yarmouth, Nova Scotia, which provide similar access for nursing students to the southern reaches of Nova Scotia. Our resources in these locations offer exciting opportunities for academic and research extension, innovation, community outreach, recruitment growth, and industry partnership.

All our campuses continue to face serious deferred maintenance concerns in a significant number of aging buildings and associated infrastructure. This represents a major impediment to our progress. Starting with a review and update to our campus master plan, we will explore innovative ways to finance the renewal of facilities across our campuses. A key feature of the campus master plan will be to achieve the dual objective of creating a distinctive physical presence for Dalhousie in the heart of Halifax and Truro, while also making the interconnections with our community more porous and seamless with a view to enhancing collaboration and partnerships. The plan renewal must encompass consideration of the long-term land and building needs of the university and the more specific space-planning requirements inspired by our COVID-19 experience.

Over the past decade, Dalhousie and partners invested nearly \$100 million in 60 sustainability related projects on campus ranging from energy to biodiversity, and the university has achieved or partially achieved institutional sustainability targets in greenhouse gas emissions, waste diversion, energy reduction and water consumption. As an original signatory to the *University and College Presidents' Climate Change Statement of Action for Canada and Investing to Address Climate Change: A Charter for Canadian Universities*, and through our

commitment to the United Nations Sustainable Development Goals, we will continue to pursue the highest standards of environmental stewardship and resource-efficiency in our physical facilities, processes, and actions.

The higher education sector is facing unprecedented pressure to re-examine important parts of its standard program and administrative delivery models, particularly with respect to the adoption of digital technologies and the integration of artificial intelligence into our operations. This digital disruption has been amplified by the effects of the COVID-19 pandemic. History has never been kind to institutions that fail to thoughtfully adapt and transition at such turning points. While Dalhousie will remain deeply committed to in-person teaching, the scope and pace of these changes confirm the imperative to adapt, innovate and excel in the integration of digital tools and emerging technologies across Dalhousie's core research and educational functions. We are committed to a robust, comprehensive, and tailored Digital Strategy for Dalhousie that will provide the enabling conditions and critical infrastructure essential to fulfilling the objectives outlined in our new Strategic Plan.

Our ambitious Strategic Plan is launching at a time of unprecedented disruption in the global

higher education sector. To successfully navigate through this challenging phase, seize inherent opportunities by capitalizing on our strengths, and address the evolving and intensifying global competition, we will be required to act thoughtfully, decisively and nimbly. Successful implementation of our strategies will require effective governance and management structures, efficient and sustainable financial models and processes, and a keen attention to carefully managing our resources to balance current and emerging priorities and avoid the crises affecting the higher education sector.

Dalhousie will renew its physical, governance, financial, administrative, and digital infrastructure, and will review and update its multi-campus master plan to identify priorities related to critical infrastructure and facilities renewal: buildings, classroom design, accessibility, core research facilities, labs, offices, libraries and other essential space needs.

ACTIONS

1. **Update our multi-campus master plan to develop clear paths forward for the renewal and modernization of our core facilities across each campus and identify long-term space planning needs based on key lessons from our COVID-19 experience and priorities related to Dalhousie's ongoing accessibility planning.**
2. **Continue to strengthen and measure our commitment to environmental sustainability in line with our stewardship of the UN Sustainable Development Goals and guided by international rating systems such as STARS.**
3. **Enhance the “curb-presence” and identity of our Halifax campuses and continue to augment public access to all our campuses and activities, systematically erasing the physical and functional boundaries between the University and the community. We will also leverage the full potential of our rural Truro Campus to widen access and diversity through a multi-Faculty presence.**
4. **Launch Dalhousie's new Digital Strategy to implement critical digital infrastructure and**



related resources required to support the Strategic Plan to positively impact our core teaching, research, service, and student life missions.

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- 5. Launch an independent external review of our governance and administrative structures, which will be commissioned early in the plan period to engage in broad-based consultation to provide clear recommendations for any adjustments or realignments required to facilitate the success of our Strategic Plan.
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- 6. Focus on revenue enhancement, diversification, and allocation—full implementation of this plan and the attendant positioning of Dalhousie for long-term success will require additional financial resources. Our approach must include an ambitious fundraising campaign, partnerships with private sector, and modelling and leading best practices for Dalhousie with respect to expanding and diversifying enrolment, providing the highest standards of student experience and success, setting competitive tuition and fee rates, and strengthening retention.
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- 7. Identify and support process improvement priorities to increase efficiency and productivity and decrease delays through the development of digital competencies, use of artificial intelligence and leveraging relevant technology.

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- 8. Initiate the development of a new budget model early in the plan period, under the shared leadership of the Vice-President Finance and Administration and the Provost and Vice-President Academic. Principles of effective resource management and sustained financial stability require allocating our revenue strategically and predictably to spawn initiative, growth, and entrepreneurship.
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Next Steps

Following presentation of the plan to and for approval by Dalhousie’s Board of Governors, the focus will shift to implementation planning.

An implementation plan detailing the initiatives and corresponding measures of progress will be developed. This plan will outline in practical terms how Dalhousie will work to achieve the goals outlined in the Strategic Plan and the measures and outcomes that can be used to monitor annual progress.

