



Inspiration and
IMPACT

.....
DALHOUSIE STRATEGIC
DIRECTION 2014-2018
.....

What is Dalhousie University today, and what could it become? That was the question on my mind as I took office as the 11th president of Dalhousie on July 1, 2013.

I knew that I was joining an historic and distinguished university, with a unique role in Nova Scotia, the Atlantic region and Canada.

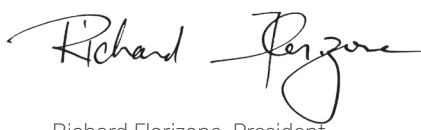
Dalhousie University was founded in 1818 by Lord Dalhousie who, inspired by the University of Edinburgh, envisioned an institution serving the Province of Nova Scotia, with access for all regardless of class or religious belief. It was a vision of global standards, local impact and inclusiveness that created the foundation for our success and continues to inspire our future.

In the nearly two centuries since our founding, the "little college by the sea" has grown to become a truly national and international research-intensive university. We are the leading university in Atlantic Canada, with the largest student enrolment and research income in the region. We educate more Nova Scotians than any other university, while also attracting more than half of our students from outside our province, giving us a unique national role and international character.

How should we build on this proud history, these outstanding achievements? The best vision and strategy for any institution is based on the hopes, dreams and realities of the members of the community. It is the job of leaders to listen carefully, to challenge and test, to synthesize and build a shared understanding and consensus on vision and strategic direction. The document you hold in your hands is a distillation of just such a process. It began with *100 Days of Listening*, and through further consultation led to a renewed shared understanding of our purpose and priorities.

That shared understanding includes a vision of inspiration and impact, inspiring our scholarly community to make a difference in the world. It includes a passion for our threefold mission: teaching and learning; research, scholarly and artistic work; and public engagement and service to our communities. It is a mission deeply rooted in our history and informed by a desire to transform the lives of students from Nova Scotia, Canada and around the world. And it is around this threefold mission of teaching and learning, research and service that we have developed our five strategic priorities. These have been approved by the Dalhousie Senate and Board, along with the renewed and refreshed vision and mission you see on these pages.

Now, we are poised to bring that shared vision and mission to life. 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 in our communities locally and internationally. It is a challenge we can be proud to embrace, a promise we can be proud to uphold.



Richard Florizone, President
September, 2014



OUR PURPOSE

Dal's Vision

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

OUR PROMISE

Dal's 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 is:

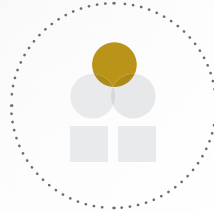
- Atlantic Canada's leading research-intensive university, responsible for over 80% of Nova Scotia's public research and development;
- A truly national university – attracting over 50% of our students from outside Nova Scotia and yet, educating more Nova Scotians than any other university;
- A university 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 Science 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.

*Bringing a shared vision
and mission to life.*



OUR STRATEGIC PRIORITIES

TEACHING AND LEARNING



Enhance the transformative power of teaching and learning

- Increase retention and degree completion
- Focus on strategic student recruitment based on discipline, level and diversity
- Strengthen student experience, leadership development and additional support for our locally diverse and international students
- Embark on strategic program reviews to enhance the effectiveness and student focus of our program offerings
- Foster and support innovation in program development and excellence in teaching and pedagogy

RESEARCH



Expand the opportunities for research, scholarly and artistic work

- Direct and attract resources to priority research areas, with local, national and international importance
- Attract and retain outstanding professors
- Attract and support excellent graduate students and postdoctoral fellows to strengthen the impact of research
- Foster undergraduate research
- Enhance research with state-of-the-art facilities and resources in accordance with the Institutional Framework for the Support of Research

Atlantic Canada's leading research-intensive university

Aspiring to local and global impact

Tradition of community service

Priority research areas: Ocean Studies; Advanced Materials and Clean Technology; Health and Wellness; and Governance, Society and Culture

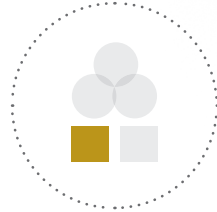
SERVICE



Catalyze the intellectual, social and economic development of our communities

- Contribute to cultural and economic vitality, locally and globally, by fostering creativity, innovation and entrepreneurship
- Maximize the opportunities for students, faculty and staff to contribute to community both inside and outside of the university
- Promote a culture of service and engagement among students, faculty and staff

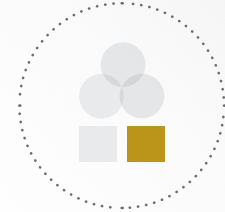
PARTNERSHIP AND REPUTATION



Take our place nationally and internationally

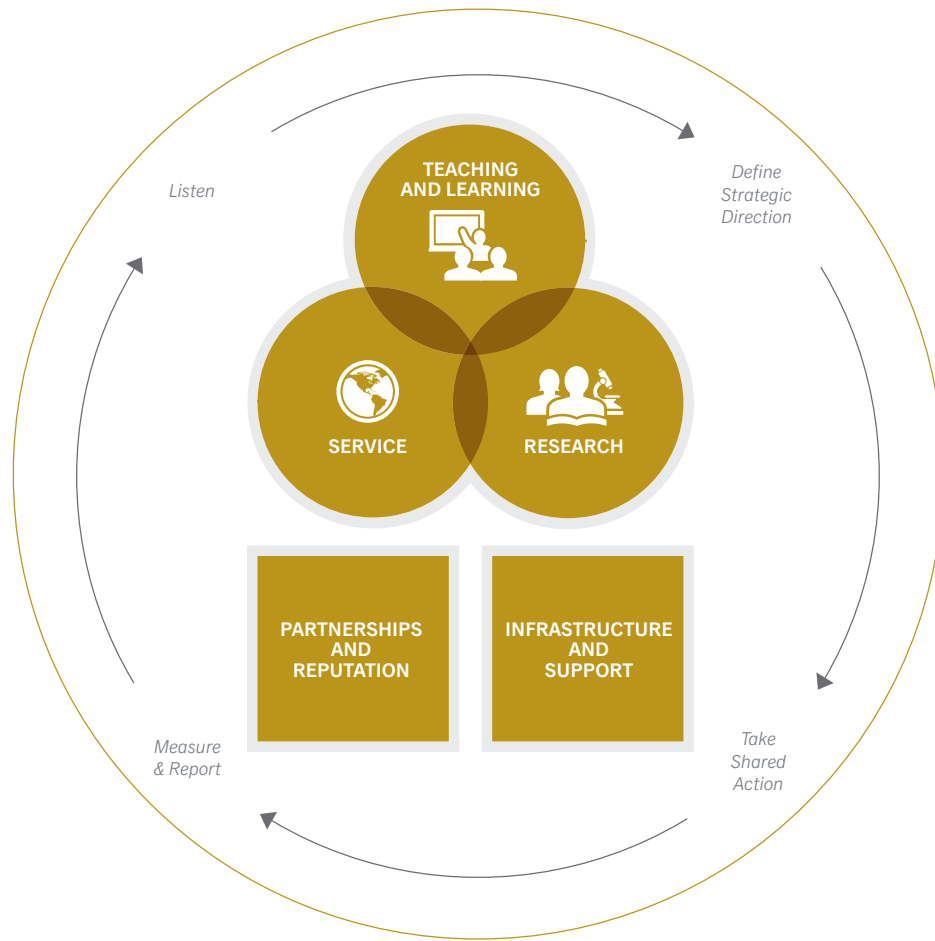
- Foster and support key external partnerships and relationships with alumni, other universities, governments, businesses and NGOs
- Strengthen the recognition for our academic excellence and reputation at national and international levels
- Develop a plan to secure and maintain top 200 status
- Prepare for Dalhousie's 200th anniversary in 2018
- Attract additional external investment

INFRASTRUCTURE AND SUPPORT



Build our institutional capacities

- Develop a human resource strategy that allows us to attract, support and reward the best faculty and staff
- Foster a collegial culture grounded in diversity and inclusiveness
- Develop a multi-year, integrated budget
- Reduce the deficit of our pension plan
- Enhance our infrastructure with a multi-year capital plan that promotes environmentally sustainable development
- Improve the quality and inventory of research and teaching spaces
- Improve the effectiveness and efficiency of administrative and operational processes aligned with our academic mission



OUR WAY FORWARD

Together, we have defined a new strategic direction for Dalhousie University. By continuing our shared work, we can now make that vision a reality.

Your ongoing feedback and engagement are essential as we move forward. *Stay informed and get involved at dal.ca/forward.*