



# DIGITAL STRATEGY

DALHOUSIE UNIVERSITY'S  
DIGITAL STRATEGY 2021

---



# Digital Strategy

Dalhousie University's first Digital Strategy is a people-centric, comprehensive plan for Dal's digital infrastructure, supporting excellence in teaching, learning, research, the student experience, and administrative functions at Dal. The strategy was developed through an extensive consultation process with the Dalhousie community, and addresses a wide variety of gaps and priorities.

The Digital Strategy presents a holistic framework for decision making and provides guidance on foundational digital supports needed to achieve the goals laid out in Dalhousie's Strategic Plan, *Third Century Promise*.

The strategy outlines a people-first approach to technology, while at the same time focusing on cybersecurity and information privacy through an enhanced digital governance structure and technology education for all. Dal's Digital Strategy ensures our ability to be a digitally innovative leader in the community of the world's greatest universities.





The five strategic pillars are:



Overarching and integrated themes across all strategic areas:

**SHARED VALUES** — Dalhousie's digital environment will reflect and support our values of inclusiveness, equity, diversity, accessibility, seamlessness, integration, lifelong learning, transparency, sustainability, privacy, security, digital literacy, and community focus.

**INTEGRATION** — Well-integrated and well-supported systems and platforms will enable all users to thrive.

**SHARED DATA** — Data is an institutional asset, which supports transparent and data-informed decision-making.

**COMMUNICATIONS AND TRAINING** — Improved communications on governance, systems availability, and training opportunities will increase cooperation and digital competency.

**USER-FOCUSED** — Keeping the user experience simple, accessible, and barrier-free is a guiding principle.

**INNOVATION & CREATIVITY** — Encourage a culture that supports innovation, creativity, experimentation, and risk-taking.

1

## TEACHING & LEARNING

Digitally supported, differentiated pedagogy, and exceptional student experiences

### GOALS

- 1.1. Create online experiences of exceptional quality.

---

- 1.2. Integrate digital literacy as a core skill for all students to acquire through their academic programs.

---

- 1.3. Develop a strategy for a digital campus encompassing all aspects of the student journey.

---

2

## PEOPLE CENTRIC

Digitally competent students, staff, and faculty

### GOALS

- 2.1. Enhance digital literacy through ongoing training and support for faculty and staff.

---

- 2.2. Enable everyone to be mobile-ready and normalize and enable remote work, when appropriate.

---

- 2.3. Keep user experience simple by adopting person-focused accessible systems and applications.

---

- 2.4. Improve access to the systems, tools, and broadband needed to successfully engage as a member of the Dalhousie community.

---

3

## RESEARCH & INNOVATION

Seamless, enabling digital research environments

### GOALS

- 3.1. Design a framework for development, maintenance, and enhancement of digital infrastructure that supports innovation and achievement of research goals.

---

- 3.2. Create a researcher-oriented digital environment.

---

4

## COMMUNITY COLLABORATIONS

Digitally enhanced relationships & services

### GOALS

- 4.1. Grow community relationships, profile, and impact using digitally enabled systems.

---

- 4.2. Adopt a user-journey approach and improve how we communicate with, and inform, our Dalhousie communities, both internal and external.

---

- 4.3. Improve community access to Dalhousie learning experiences and expertise by lowering geographic, economic, and cultural barriers of access.

---

5

## DIGITAL FOUNDATIONS

Ethical, effective governance, sustainable, responsive, future-ready

### GOALS

- 5.1. Design transparent, visible digital governance that enables ethical, environmentally, and financially sustainable decisions.

---

- 5.2. Utilize a university-wide approach to systems, software, and equipment acquisitions to ensure integration, coordination, security, privacy, and cost-effectiveness.

---

- 5.3. Facilitate data as an institutional asset.

---

- 5.4. Improve efficiency and effectiveness for teaching, research, and business by digitizing processes and reducing fragmentation of administrative services.

---