



Bringing  
**WORLD**  
Together



Dalhousie's campaign for transformational change

# Making a difference starts here

## Our campaign for transformational change

At Dalhousie's Faculty of Management, we think broadly, understand deeply, and act purposefully. We are where students, private and public sector partners, alumni, and other members of our community come to work, learn, develop, and share the knowledge and skills to build social and economic good.

We help people get things done.

Everything we care about needs management, from a local family business to complex global challenges. We aspire to graduate students with skills, knowledge, and hands-on experience that meet this need. Our vision is to grow, nurture, and support a more diverse and inclusive community that inspires social and economic innovation and action.

**Bringing Worlds Together** will accelerate our ability to achieve these goals. It will strengthen our efforts to further diversify the Dalhousie community and Canada's boardrooms and executive offices. It will allow us to offer mid-career professionals more convenient options for upgrading their skills. It will boost our ability to attract outstanding researchers and industry experts to develop solutions to complex management issues. And it will enable us to foster a global mindset among our graduates that opens career doors and inspires them to take on the world's most pressing challenges.



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# Enhancing our impact

## Inspiring Future-Ready Leaders

The complex societal challenges we face are fundamentally management challenges. Dalhousie's Faculty of Management aims to create graduates with the knowledge, skills, and resilience to manage and lead in a quickly changing world. We will engage a broader community of students and create a clear path for them to succeed. And we will ensure they graduate as future-ready leaders with the expertise and global mindset to drive organizational growth and achieve social and economic change.

### 1. Promise Scholars — \$6.2M

Research shows that organizations that embrace diversity benefit with enhanced innovation, decision-making, and growth. But equity-deserving groups still face barriers to academic and professional success.

Through the Promise Scholars program, we will create 150 renewable scholarships for African Nova Scotian and Mi'kmaq students. The program includes wraparound supports such as mentorship and academic and career advising for first-generation university students. This will help grow a pipeline of leaders to meet the national and global imperative to diversify boardrooms and corporate leadership.

### 2. Global Experience Hub — \$5.9M

The Global Experience Hub will help students embrace a global mindset and the different viewpoints and international business opportunities it brings. It will provide students with expanded international learning, research, and work-term experiences, and more social and cultural events where international students can connect with Canadian students. The Hub will also enable intensive summer education programs for visiting students, international research collaborations, and an exchange program for faculty members.

These opportunities will enhance our students' ability to help solve society's biggest challenges. They will also lay the groundwork for local business leaders to identify export opportunities and attract global talent.





# Where learning meets international experience

Dalhousie Faculty of Management student **Max Horsley** was certain the COVID-19 pandemic had closed the door to any chance for an international exchange experience. Then he heard about the Faculty's Doing Business in Emerging Markets course.

Funded by Export Development Canada, the course offers students an opportunity to understand the political, cultural, social, and economic challenges Canadian businesses face when expanding into emerging markets.

"I've always had a global mindset, so I knew immediately that I needed to do this," Horsley says.

For the course's capstone project, Horsley travelled to India, where he and several classmates explored expansion opportunities for a Canadian e-bike manufacturer. They met with local corporations and embassy officials in Mumbai and Delhi and visited business incubators and a factory in Pune to identify potential partners, challenges, and funding sources.

"We got to take the business theory we studied and apply it, which is where the real learning happens," Horsley says. "Navigating this project and experiencing another culture's business practices gave me valuable skills and strategies that I can use for expanding a business globally."

The client ultimately found an expansion opportunity independent of the students' recommendations, but Horsley says the experience was invaluable. "What they went with is similar to what we suggested, which made me feel good because it confirmed I was on the right path with my advice."

Inspired by his experiences, Horsley plans to earn a master's degree in global business and then do a global internship. "This course really fast forwarded my professional life," he says. "It made me realize I want to work in global business in some capacity and provided a strong foundation for whatever I do next."



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— MAX HORSLEY



### **3. Undergraduate Student Services Centre — \$4.2M**

With the goal of being Canada's most student-centric Faculty of Management, we will bring all our undergraduate supports together in one convenient location for our students. The centre will be a place where students can explore work terms, learn about global experience programs, find career opportunities, receive academic advice, mingle with student societies, access tutors and academic supports, and get immediate answers to questions any time of day thanks to advances in AI. The result will be students who are more engaged in campus activities and initiatives and who feel a stronger sense of belonging and connection.

### **4. Innovation Unbound — \$13M**

Society faces complex, intersecting economic, social, political, and ecological issues. Innovation Unbound will help our students gain the knowledge, skills, and resilience to be innovative and develop an entrepreneurial mindset to address these issues. We will create new field courses that connect students to entrepreneurs in the region and around the world, support entrepreneurial co-op work terms, and link students who have management expertise with aspiring entrepreneurs in other disciplines. The result will be a new generation of diverse, resilient innovators and entrepreneurs who advance new technologies, products, and businesses that contribute to a more prosperous economy for our region.





## Engaging in High-Impact Research

We are committed to addressing the complex local, national, and global management challenges that organizations face. This requires attracting more leading researchers to our faculty, nurturing our existing researchers, and collaborating with partners across the university, industry, and government to foster social and economic innovation. We will be the hub that the world looks to for clear, effective answers when advancing change, solving problems, and making a positive difference in society.

### 1. Teaching and research chairs — \$15.1M

There are many pressing management challenges that require innovative approaches. We will rise to these challenges by creating five endowed research chairs and two industry chairs:

- Inclusive Entrepreneurship
- Sustainable Finance
- Social Enterprises
- Future of Work
- Digital Transformation
- Health Care Leadership
- Blue Economy

The research they conduct and the teaching they deliver will give our students a competitive edge in pursuing their career goals and help us attract the world's best graduate students. It will also help effect positive, lasting change in the private, public, and not-for-profit sectors, spurring investment and economic activity throughout our region.

### 2. Applied research centres — \$4.1M

Our students and professors create knowledge in areas such as leadership, supply chains, public affairs, information, strategy, marketing, and finance that inform how we build society and organizations. We will create applied research centres — research and activity-based initiatives that will enable faculty, post-doctoral fellows, and doctoral students to collaborate on socially relevant research and application challenges, such as transforming health-care systems, public sector innovation, information literacy, and digital transformation. These collaborations will enable our researchers to make major strides in their work that will benefit organizations and society.



**TOGETHER, WE ENVISION A FUTURE WHERE DIVERSITY AND INCLUSION ARE CATALYSTS FOR PROGRESS AND PROSPERITY IN THE TECH SECTOR AND BEYOND.**

—PAOLA GONZALEZ

#### Where expertise meets management solutions

Paola Gonzalez is an associate professor and researcher with Dalhousie's Faculty of Management. She is working with Digital NS to explore how increased diversity and inclusion can drive innovation and economic growth in Nova Scotia's tech sector.

"We are identifying evidence-based strategies for enhancing diversity and retention in Canada's tech workforce. Our goal is to develop unique frameworks and training programs to help companies cultivate inclusive cultures and a sense of belonging. Together, we envision a future where diversity and inclusion are catalysts for progress and prosperity in the tech sector and beyond."



# Lifting Our Communities

Our faculty has a proud history of helping to lift the intellectual, cultural, and economic vitality of local and provincial communities through our programs and graduates. We want to build on this legacy. We want to strengthen our relationships with our communities and work with them to solve the challenges they face. And many of the solutions we deliver will also benefit communities across Canada and around the world.

## 1. New Possibilities Career Accelerator Program — \$2M

Lifelong learning is crucial for success in today's rapidly changing global job market. This accelerator program will create a suite of affordable, focused certificate programs that enable professionals to gain sought-after skills to advance or pivot in their careers. It will also offer bursaries to equity-deserving students. Our graduates will be able to advance their careers, achieve more satisfaction, and remain competitive in a global workforce. And employers will benefit with highly skilled employees who can drive more growth and prosperity.

## 2. Social innovation experience — \$1.7M

We believe Canada can be more innovative and inclusive. Our aim is to help community organizations build the capacity and knowledge to achieve these goals. We will do this through a variety of initiatives, including clinics, courses, and labs that connect small businesses, not-for-profits, and the public sector with expertise from our faculty, industry partners, and students. This will enable organizations to be more innovative both in how they operate and how they serve their communities. It will also provide students with vital hands-on experience that will enable them to excel in their careers.



***I AM NOT THE SAME LEADER COMING OUT OF THE PROGRAM THAT I WAS GOING IN.***

***—LISA COLANGELO***

### **Where experience meets career advancement**

When Lisa Colangelo (MBA'23) started her financial career, she admired the way a colleague was able to lead teams. She discovered they had gained this ability through Dal's MBA program. Impressed, Colangelo joined the program in 2017 to give her skills, and her career, a boost.

"I am not the same leader coming out of the program that I was going in. It expanded my knowledge of the financial sector and helped me to work better with diverse teams. I also learned how to lead by hiring great people and guiding them along the way. That's a skill that helped me advance in my career and I use it daily."



# Help us inspire social and economic innovation and action

**Bringing Worlds Together** will enhance the Faculty of Management's ability to deliver programs and supports that are life-changing for our students, benefit organizations, and help drive social and economic improvements.

It will amplify our efforts to break down the barriers that equity-deserving groups face in pursuing their academic and professional goals, further diversifying Canada's corporate offices. It will enable us to better prepare students to excel, and achieve social change, in a global workforce. It will help us expand our faculty with experts whose work will have real-world impacts. And it will enhance our efforts to offer more practical, affordable, hands-on options for upgrading skills that advance careers and strengthen organizations.

The possibilities are limitless, and so are the positive outcomes. It all starts with you. Your support for this campaign will make it possible for us to achieve our goals and so much more. Together, we will create a path for Dalhousie's management students to succeed; for strengthening our partners, alumni, and our community; and for us to advance solutions that help our region and the world.

## Contact

**Brighid Langill**  
Director of Development  
902.266.7140  
brighid.langill@dal.ca





