

Bringing



DALHOUSIE
UNIVERSITY

WORLDSD

Together



Dalhousie's campaign for transformational change

CASE FOR
SUPPORT



At Dalhousie, we believe we have a greater purpose, to be a force for positive change in the world. But we can't do it alone.

Climate change, disease, hunger and repression won't wait. We believe the solutions won't be found by any one person, discipline or institution. If we're going to make change happen, we need to make it happen together.

We're calling for innovation and transformation. To improve health outcomes, revitalize our climate and sustain our oceans. With students at the centre, we're bringing together the change-makers: the inspiring innovators, dedicated researchers and passionate benefactors. Together, we can achieve a more just and sustainable society.

Dalhousie's East Coast home is a hub for global change. We're bringing together art and science, conservation and innovation, advocacy and creativity.

We're lifting our communities higher, expanding the impact of our research and inspiring the next generation of leaders to face the future head-on.

Together, we are committed to solving the problems of our time — not making peace with them.

It starts with extraordinary partnerships and ends with extraordinary solutions. If we're going to change the world, we can't be worlds apart.

That's why at Dalhousie, we're bringing worlds together.

Join us.

Bringing.
WORLDS
Together



At Dalhousie, we're bringing worlds together

Our campaign for transformational change

A Dalhousie experience has the power to transform lives. From our home in Nova Scotia, our reach extends across the Atlantic. Over the past two centuries, Dalhousie has become Canada's eastern gateway to the world.

Dalhousie is a place where worlds come together. Where scholarly excellence meets practical, hands-on learning experiences. Where students are taught by world-leading researchers in small, close-knit settings. And where groundbreaking research, rooted in the United Nations' Sustainable Development Goals, has a local and global impact.

Whether it's through batteries or blueberries, democracy or dentistry, performing arts or public policy, Dalhousie is a place where bringing worlds together results in discovery, innovation and life-changing moments.



Why now? Why a campaign?

We believe that what the world needs most is change

At Dalhousie, for more than 200 years our extraordinary partners and donors have enabled us to lift the intellectual, social and economic vitality of our local, national and global communities. Now, at the dawn of our third century, we seek to raise \$750 million to deepen our impact.

The world is at a pivotal point. Technological disruptions, extreme climate events, health threats and social unrest pose unprecedented challenges. We believe the solutions won't be found by maintaining the status quo. If we're going to make change happen, we need to make it happen together.

Dalhousie is in a unique position to lead this change. We offer an education that creates professionals, thought leaders and innovators who shape communities and drive progress. Our research strengths position us to find solutions to some of the greatest challenges of our time. We are committed to focusing our collective efforts to make a positive difference — for individuals, for societies and for the world.

This campaign will expand Dalhousie's ability to create a more just and sustainable future. But we can't do it without you.

We are seeking passionate benefactors to help drive the meaningful and lasting change that the world needs most.



Why Dal?

If we're going to change the world, we can't be worlds apart

A collaboration hub

As a national university located in Atlantic Canada, Dalhousie has the unique ability to bring people and organizations together to create meaningful and lasting solutions. Whether it's an interdisciplinary approach on campus, joining efforts with a local organization or an international partnership with another institution, Dalhousie is a hub of collaboration.

Economic impact

Dalhousie drives economic growth. Our research inspires new products, services and businesses. We are a vital connector in Canada's entrepreneurial ecosystem. The highly qualified professionals we graduate provide the talent that enables our innovation economy to continue to thrive.

Globally minded

We look at everything we do through a global lens. Whether it's launching a new community clinic, developing innovative student support programming or creating clean water solutions, we always ask ourselves, "How can this have an impact globally?" Being globally minded is part of our character at Dalhousie.



School of Planning students in the Planning for Equity, Accessibility and Community Health (PEACH) Research Unit discovering ways to build more vibrant communities.



Dalhousie, Laval and Memorial representatives celebrate a \$154M federal grant to explore the ocean's capacity to address climate change.

An ambitious vision

A better future for all of us

Our students are the future leaders, advocates and professionals who will make the world a better place for everyone.

Ensuring their success is our greatest responsibility and opportunity.

Our donors make a huge difference in the lives of our students, enabling and inspiring them to reach their potential.

Our vision is to cultivate curiosity and growth, enable discoveries and engage with diverse communities to create a better future.

We are committed to being

An open and inclusive university with a welcoming and respectful environment where everyone can thrive.

An innovative and impactful university that has a positive effect on individuals, communities and the world.

A socially responsible and sustainable university that prioritizes people and the planet.

Accelerating solutions

We're calling for innovation and transformation, now

Through **Bringing Worlds Together**, Dalhousie's campaign for transformational change, we will strengthen the student experience, expand and accelerate our research and intensify our service to our local and global communities. In doing so, the world will benefit from the impact of solutions sooner.

Through this campaign, we will

01

Inspire future-ready leaders by creating new ways to offer an exceptional student experience

02

Engage in high-impact research to find solutions to local and global challenges.

03

Lift our communities by fostering more equitable, just and sustainable societies.

Dalhousie's campaign for transformational change

Inspiring Future-Ready Leaders

Preparing the next generation of leaders to face the future head-on

Dalhousie's goal is to be Canada's most student-centric, research-intensive university. This means ensuring every student has the opportunity to have an exceptional experience, regardless of their learning style, area of study or the challenges they face. It means creating a clear path to student success.

An exceptional experience means that students:

- learn in state-of-the-art facilities
- focus on their education, not paying for it
- receive support tailored to their individual needs
- engage in experiential and entrepreneurship learning
- graduate with national and international career opportunities

This kind of experience helps students graduate as skilled, innovative and community-minded global citizens.

- Increasing financial support
- Creating more opportunities for success
- Enhancing programs, services and resources
- Engaging our diverse communities
- Attracting more graduate students

Student volunteers of the Dalhousie Medical Campus Response Team.



Increasing financial support

Our goal is for every qualified student to have the financial support they need for a Dalhousie education. For example, the Faculty of Open Learning and Career Development will create bursaries to support students with varied challenges — from recent high school graduates who need upgrading to new immigrants who need skill enhancements.

Creating more opportunities for success

Extracurricular programs, specialized skills training and new experiential learning opportunities set students up for future success. They help prepare students to launch a career, advance their education or start a business. Initiatives like the Faculty of Management's **Innovation Unbound** project will help students develop a resilient and inclusive innovation and entrepreneurial mindset.

Enhancing programs, services and resources

Our students' academic, mental, physical and social well-being is a priority. We will create new and expand existing support programs, services and resources to ensure every student has the opportunity for an exceptional experience. For example, the Faculty of Dentistry will increase access to current and emerging technology and more for collaborative learning opportunities.

Engaging our diverse communities

Dalhousie is committed to being a leader in equity, diversity, inclusion and accessibility. We will create a range of programs to attract, welcome and support students from around the world and from equity-deserving populations. Pathways programs across the university will provide wraparound supports for these students to attend and succeed at Dalhousie.

Attracting more graduate students

Competitive funding packages, professional development and new mentorship programs for Black, Indigenous and historically underrepresented students will help us bring more great minds to Dalhousie. Our goal is to attract and retain highly skilled students whose research helps drive innovation and economic development.

Dalhousie's FSAE team at the Michigan International Speedway with the electric car they built.



...THERE ARE SOME SKILLS THAT ONLY COME FROM HANDS-ON PRACTICE WORKING AS PART OF A TEAM.

— MITCHELL GREGORY

Where opportunity meets unique experiences

Mitchell Gregory (BEng'22) is a Master of Mechanical Engineering student and captain of Dalhousie's Formula Society of Automotive Engineering (FSAE) team. He and his teammates have built Dal's first electric-powered racing car to compete against other universities in international competition.

"For young engineers, it's important to have opportunities to develop our skills. And there are some skills that only come from hands-on practice working as part of a team. We have an incredible facility, a lot of bright minds and incredible support from donors like Emera. When you put it all together, it's enabled us to build something incredible."

Where generosity meets success

Kori Hamilton knows first-hand the life-changing impact when people step up to remove the financial barriers to learning. The recipient of the Myrna (Millard) Ward Entrance Bursary, Hamilton is fulfilling her dream of becoming a nurse, something she couldn't have done without the support of the Dalhousie community.

"I had a difficult childhood, bouncing around foster care systems and lacking the necessary support to stay on track," she says. "At one point, I was living in my car."

Later, while working in a long-term care facility in Saskatchewan, Hamilton had an opportunity to train as a continuing care assistant. She immediately knew she found her passion.

"Being able to help people and give their families peace of mind really inspired me to think about what else I could do," she says. "I remembered how nurses were always there for my family, so I decided that's what I wanted to be."

Fast forward to 2018 when Hamilton along with her husband and child moved to Nova Scotia where she hoped to train as a licenced practical nurse. When she realized she lacked the prerequisites, she turned to the Nova Scotia Native Council for advice and was referred to Dalhousie's Transition Year Program (TYP).

"The TYP was a turning point for me. I learned how to succeed at university and that I had potential beyond what I'd previously imagined. It changed my goal; I wanted to study nursing at Dalhousie."

A straight-A student in the TYP, Hamilton was accepted into the School of Nursing and, thanks to the financial support she received, is making her dream come true.

"It is the generosity of others that helped me turn my life around and become the student, worker, and mother I am today," says Hamilton. "I cannot express how grateful I am."



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IT IS THE GENEROSITY OF OTHERS THAT HELPED ME TURN MY LIFE AROUND...

**KORI HAMILTON
NURSING STUDENT,
FACULTY OF HEALTH**

Engaging in High-Impact Research

Our East Coast home is a hub for global change

What unifies Dalhousie's researchers is a steadfast commitment to work together to find solutions to some of the most complex challenges of our time.

Recognizing that global solutions will only be found through interdisciplinary co-operation, Dalhousie has created a vibrant and uniquely collaborative research environment that inspires outcomes that matter.

It's enabled us to become a research powerhouse with the vision to imagine a better future for all. Accelerating this vital work is a key goal of the campaign.



- Sustaining the ocean
- Developing climate technology solutions
- Improving health outcomes
- Increasing food security
- Leading social innovation
- Advancing AI and digital innovation



Dr. Ian Hill, George Munro Professor, is discovering ways to optimize renewable energy sources.

Sustaining the ocean

The ocean is one of our greatest opportunities to address climate change, food insecurity and economic sustainability. But the time to act is now. The ocean controls our climate, and the world has only a few short years before the effects of climate change have an irreversible impact on the earth. Dalhousie's researchers have a plan. They envision a global research collaboration that will transform climate action, discover new sources of food from the ocean and develop new technology and practices that will create a robust, equitable and just ocean economy.

*Dalhousie's **Transforming Climate Action** plan builds on the fact that the ocean absorbs approximately 20 times more carbon than all the trees on the planet. It aims to better understand the ocean's carbon-absorbing superpower, model it and then find ways to increase it. Taking a truly holistic and interdisciplinary approach, the plan also includes actions aimed at helping maritime communities and industries make the adaptations needed to live and work sustainably with the ocean.*



Students in the SEASIDE Ornithology course doing field research.



WE NEED COLLABORATION TO ADDRESS COMPLEX ISSUES LIKE CLIMATE CHANGE.

—DR. JULIE LAROCHE

Where expertise meets transformative action

Dr. Julie LaRoche (MSc'81, PhD'86) is a professor in the Department of Biology, the Canada Research Chair in Marine Microbial Genomics and Biogeochemistry, a fellow of the Royal Society of Canada and the Associate Scientific Director of the Transforming Climate Action project. After working in the United States and Europe, she returned to Dalhousie and is exploring how climate change affects marine ecosystems.

"The breadth of Dalhousie's ocean-focused activities in Science, Law, Engineering, Agriculture and Arts and Social Sciences creates incredible opportunities for cross-disciplinary approaches. We need that kind of collaboration to address complex issues like climate change. That's one reason I'm excited to be part of the Transforming Climate Action project."

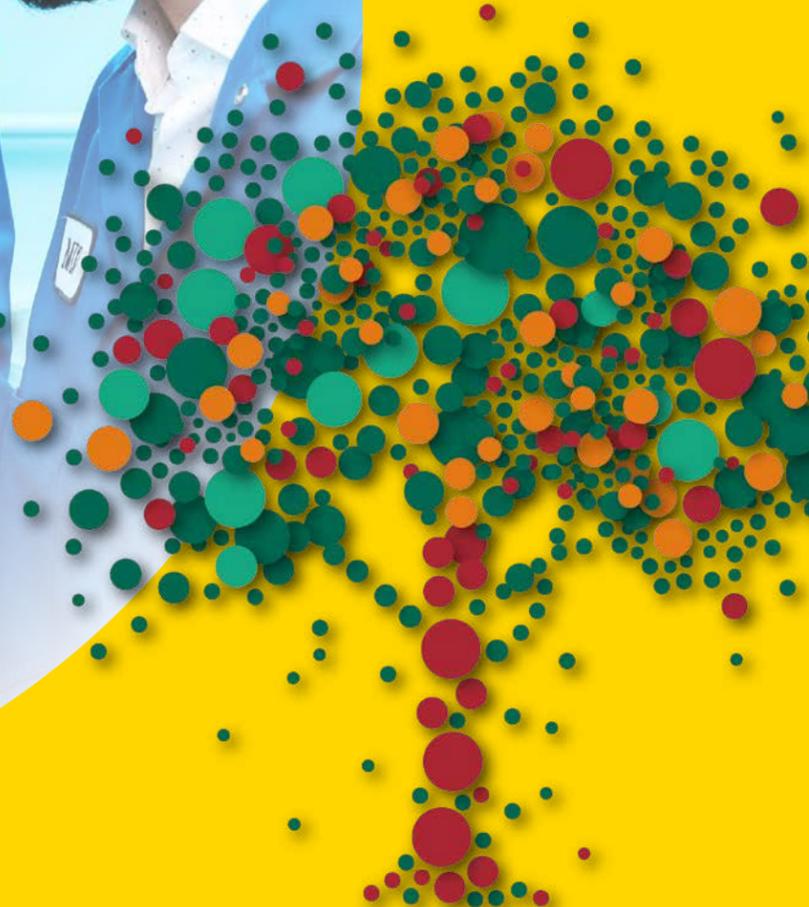
Developing climate technology solutions

Climate technology will enable everyone to reduce their environmental impact. It's creating better approaches to everything from manufacturing to transportation to agriculture. And Dalhousie's climate technology researchers are leading the way. Their groundbreaking discoveries in advanced energy storage, next-generation materials and sustainable practices are crucial to addressing climate change. Accelerating their research will help to ensure a sustainable future for us all.

*We will build a new **Physical Science Centre** that will be a world-class hub for climate technology research. A chemistry and physics research-focused facility, the centre will exclusively house state-of-the-art wet labs for researchers in the areas of advanced energy storage, clean energy and sustainable materials. This new research hub will enable us to accelerate climate technology solutions, attract more graduate students and create exceptional undergraduate learning opportunities. It will be a place where a sustainable future is created.*



Dr. Mita Dasog (inset) and her students are exploring how to turn solar energy into a fuel, specifically hydrogen.



Where innovation meets a sustainable future

Tina Taskovic, a PhD student in the Jeff Dahn Research Group, may have discovered the secret to the 50-year battery.

One of the biggest challenges in adopting clean energy is finding cost-effective ways to make it available when the wind isn't blowing, or the sun isn't shining.

"Solar and wind energy is cheap but storing it, so it is available when you need it, is expensive," says Taskovic. "A long-lasting battery will make clean energy storage more affordable and make it possible for more people to adopt it. This could be a real game-changer for the world to achieve net-zero carbon emissions."

Taskovic performs what she calls "autopsies" on dead batteries where she examines their waste material or "junk." By adding new salt to one particular kind of battery junk, she has created a breakthrough electrolyte that outperforms the world's prior best by a mile. The result is a battery that has been running for more than a year and half in an extremely high-temperature environment.

"This is an exciting development," says Taskovic, who was drawn to the Dahn Lab in 2018 by the opportunity to work with Dr. Dahn, a world-renowned innovator in advanced battery technology.

"We believe that if we can make a battery that can last 40 to 50 years reliably, this will help the world reach its energy goals. That sounds pretty great to me." Based on results so far, and the Dahn Lab's collaboration with Tesla, Taskovic is optimistic that the 50-year battery is within reach. But she and the lab are looking to see what else is possible.

"The world has already changed thanks to the clean technology research being done here at Dalhousie," she says. "We believe we can build on that by making this battery even better and finding more ways to use it for the greater good."

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**THE WORLD HAS ALREADY
CHANGED THANKS TO
THE CLEAN TECHNOLOGY
RESEARCH BEING DONE
HERE AT DALHOUSIE...**

**TINA TASKOVIC
CHEMISTRY PHD CANDIDATE**

Improving health outcomes

Dalhousie is at the nexus of health research in Atlantic Canada. And we're taking bold steps to address the gaps and opportunities that affect health regionally and nationally. Our collaborative and interdisciplinary research into everything from diagnosis and treatment to health policy and systems to equity and access drives improved health outcomes everywhere. Building on the strength of this research, we will help create a robust bioscience sector, innovative approaches to care and a more diverse and equitable health-care system.

Dalhousie's Biomanufacturing Bridge is Atlantic Canada's missing pathway for health innovation. A specialized, small-scale biomanufacturing facility, staffed with highly skilled experts in biomanufacturing and commercialization, will enable Maritime-born medical breakthroughs to transform health-care outcomes regionally and globally. This facility will catalyze the discoveries of many of our leading researchers, beginning with the groundbreaking work of our Infection, Immunity, Inflammation and Vaccinology (I3V) Team. Biomanufacturing research facilities of this type are very limited across Canada and do not exist anywhere in Atlantic Canada.



Students in our Microbiology & Immunology labs advance research to help improve health outcomes.



...MANY RESEARCHERS TEND TO WORK IN SILOS. DALHOUSIE IS BREAKING THAT DOWN.

— DR. JEANETTE BOUDREAU

Where collaboration meets health solutions

Dr. Jeanette Boudreau is an associate professor with the departments of Microbiology & Immunology and Pathology. She is a member of the I3V and genomics in medicine research teams and the scientific director at Beatrice Hunter Cancer Research Institute. Her work explores the potential of harnessing the human immune system to cure cancer.

“Medical breakthroughs require meaningful collaboration among researchers to get to the finish line. But many researchers tend to work in silos. Dalhousie is breaking that down. We're building a pipeline of expertise to take scientific discoveries from the lab to the patient's bedside, monitor them and then think about how we can do better. That will enable us to develop new treatments that will benefit patients in Atlantic Canada and around the world.”

Increasing food security

Food security is a complex issue. Spanning the “farm-to-fork” continuum, it includes everything from production to policy. The Faculty of Agriculture is working on it all. They’re finding better and more sustainable ways to feed the world by maximizing efficiencies and minimizing the environmental impacts of agriculture. Dalhousie’s focus on small-scale and diverse production, big data and innovation uniquely positions us to play a key role in solving our region and the world’s food problems.

The Food for the Future Smart Farm and Innovation Hub project will transform the Agricultural Campus into an advanced data and technology research and education centre. It will enable us to support the regional food production industry in unprecedented ways and provide solutions to the global food crisis.



Faculty of Agriculture Engineering graduate students testing the technology they developed to increase blueberry production.



WE WOULD NOT BE WHERE WE ARE TODAY ... WITHOUT THE INNOVATIONS AND TECHNOLOGY THE FACULTY HAS DEVELOPED FOR US.

— DR. JOHN BRAGG, CC ONS

Where industry meets agricultural innovation

John Bragg is chairman, president and co-chief operating officer of the Nova Scotia-based Oxford Frozen Foods Limited, the world’s largest supplier of wild blueberries. He has been working closely with the Faculty of Agriculture for more than three decades.

“We partnered with the faculty on everything from improving crop yields to creating state-of-the-art processing operations. We would not be where we are today — an international leader — without the innovations and technology the faculty has developed for us. A thriving Faculty of Agriculture is key to a thriving Atlantic Canadian agricultural sector and to improving global food security.”

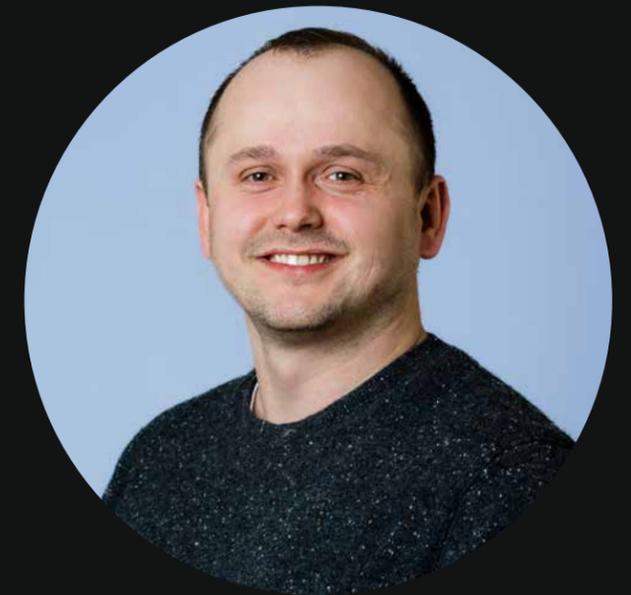
Advancing AI and digital innovation

Artificial intelligence is set to revolutionize our world on- and offline, and Dalhousie is well positioned to help meet the challenge. With established and emerging scholars in the areas of AI and digital innovation, Dalhousie computer scientists are contributing their expertise to find solutions to pressing local and global challenges, including climate change, the health-care crisis, food production, cyber security and much more. Empowered with AI and data science, our researchers are pushing the boundaries of their disciplines to make unprecedented discoveries that will help define the future of our world.

The Faculty of Computer Science's **Nexus for Advanced Artificial Intelligence Research** will be a world-leading, interdisciplinary hub that consolidates existing artificial intelligence and big data institutes, centres and research groups across Dalhousie. The goal is to harness big data and AI technologies and developments to advance research and find AI solutions for a broad range of topics, including aquaculture sustainability, oceanography and medical research.



Computer Science students experiment with virtual reality to improve it.



THE FACULTY OF COMPUTER SCIENCE... IS HELPING TO MAKE HALIFAX AND CANADA A TECHNOLOGY LEADER.

— TOMASZ NIEWIAROWSKI

Where opportunity meets entrepreneurship

Tomasz Niewiarowski (MSc'13) co-founded Dash Hudson with fellow Dal alum Thomas Rankin (BCom'04). He's the chief technology officer of the Halifax-based company that leverages digital innovations to help companies succeed. It is part of the city's growing tech sector fueled by graduates from Dalhousie's Faculty of Computer Science.

"Technology is changing the way we do everything — from commerce to health care. The Faculty of Computer Science not only prepares students for careers in almost any sector, but it also does meaningful research that increases our ability to function in an increasingly digital-first world. It is helping to make Halifax and Canada a technology leader."

Leading social innovation

Inequities, racism and prejudice limit opportunities for individuals, populations and communities. Removing these barriers and facilitating change is paramount to creating a stronger, more sustainable society. Dalhousie researchers are exploring the causes and consequences of inequities and prejudice to find solutions, so their legacy does not persist. These solutions will help lead the way to more equitable, just and sustainable communities.

*The Schulich School of Law's expertise in **Indigenous governance and Aboriginal law and policy research** is a catalyst for social innovation. Research on these important topics seeks to answer challenging questions our society is facing and improve social justice and sustainability. It is influencing policy and practice here in Canada and around the world. Through this campaign, we will grow and accelerate this vital work, bringing forward solutions to complex social challenges.*



Naiomi Metallic (BA'02, LLB'05) (L) reviewing legal documents with law student Kate Anderson (R).



THE WORK [NAIOMI AND HER TEAM] ARE DOING IS GROUNDBREAKING AND I BELIEVE THEY WILL CONTINUE TO LEAD THE WAY ON OUR JOURNEY OF RECONCILIATION.

— HON. A. ANNE MCLELLAN PC OC AOE
HONORARY CO-CHAIR, CAMPAIGN CABINET

Where inspiration meets impact

The Honourable A. Anne McLellan's (BA'71, LLB'74) illustrious parliamentary and legal academic career began at Dalhousie. "Dalhousie gave me more than an education and lifelong friends," says McLellan, an Order of Canada appointee. "It made the rest of my life possible. It gave me opportunities to do things and go places beyond my imagination."

McLellan has served as the university's seventh chancellor and is an honorary co-chair of the Dalhousie Advisory Committee. In 2017, she established the Chancellor's Chair in Aboriginal Law and Policy to contribute to teaching and research in the areas of Aboriginal and Indigenous law and policy, as well as to contribute to building positive relationships between Dalhousie and Aboriginal communities in the Maritimes and beyond. McLellan says, "I am delighted with the work being done by Naiomi Metallic, the current chair holder, and her team. Naomi is an Indigenous researcher working to capture and share Indigenous ways of knowing related to law and governance. The work they are doing is groundbreaking and I believe they will continue to lead the way on our journey of reconciliation."

Lifting Our Communities

We are committed to solving the problems of our time – not making peace with them

For more than 200 years, Dalhousie has lifted the intellectual, cultural and economic vitality of its local, national and global communities. Building on this foundation, we aim to strengthen our relationships, particularly with our African Canadian and Indigenous communities. We do this with a global lens, knowing that much of what we achieve here at home will have application elsewhere in the world. And our efforts to solve complex global problems help to drive progress in Atlantic Canada.



- Serving the community
- Filling the talent pipeline
- Advancing equity, diversity, inclusion and accessibility
- Driving innovation and entrepreneurship



Dalhousie student, faculty and staff participating in Halifax's Pride Parade.

Serving the community

Serving its communities is built into Dalhousie's DNA. Our community clinics and culture and recreation facilities enrich our city, province and region. Dalhousie envisions a **Community Super Clinic** that will make it easier for people to access all our community-based clinics. It will enable integrated and expanded services for the **Dalhousie Dental Clinic, Dalhousie Legal Aid Service and Social Work Community Clinic.**

Filling the talent pipeline

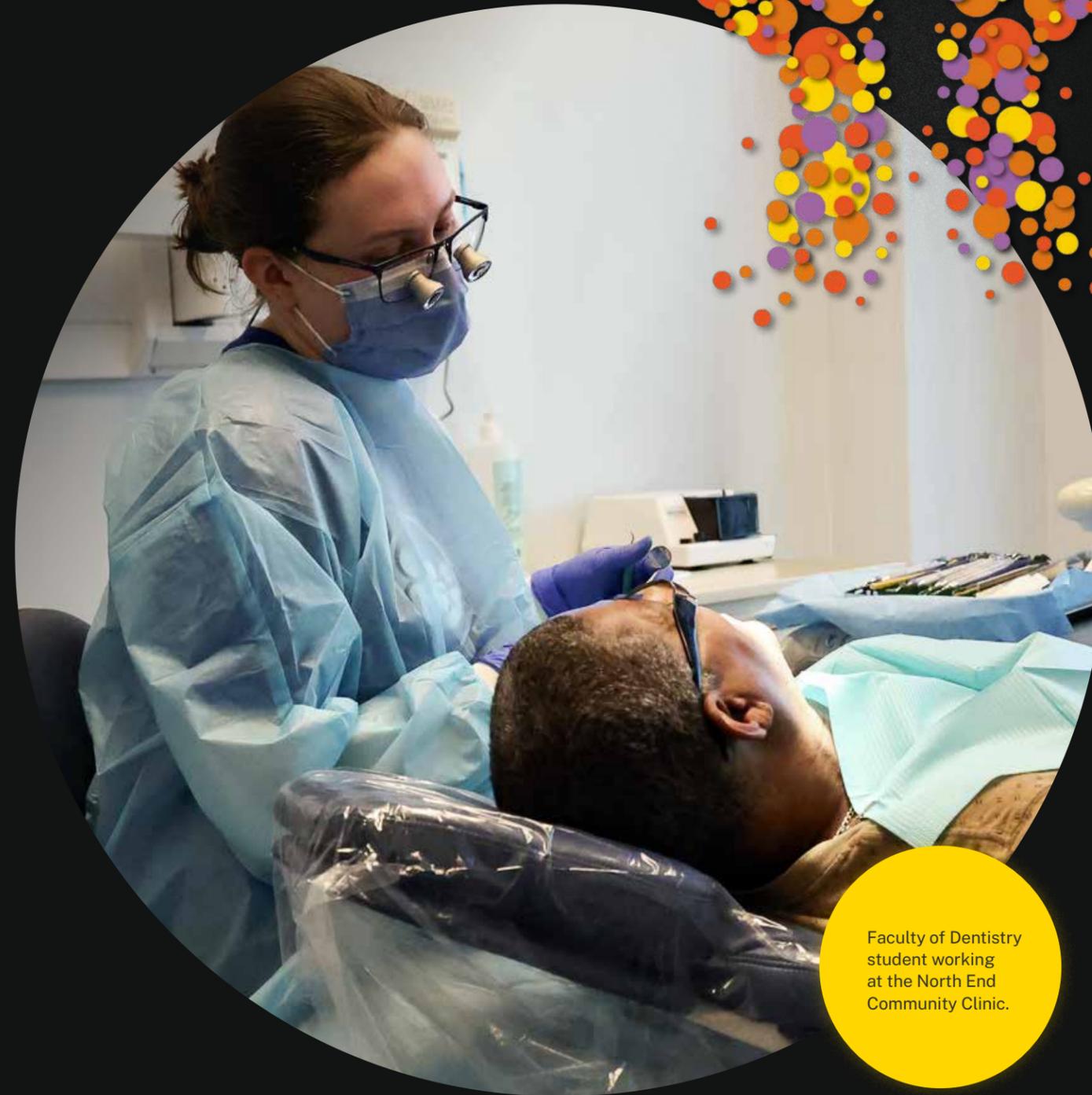
Each year, Dalhousie graduates hundreds of professionals and highly qualified personnel — biologists, computer scientists, dentists, doctors, engineers, lawyers, nurses and more. Their skills and expertise shape professions, attract new businesses and enrich the vibrancy of our communities. We aim to fill the talent pipeline to meet the increasing demand for these highly skilled graduates.

Advancing equity, diversity, inclusion and accessibility

To address historic wrongdoings, Dalhousie is taking decisive steps to create a respectful, equitable and welcoming place for everyone. These actions include everything from public lectures about the experience and impacts of racism to partnering with under-represented communities to deliver outreach programs.

Driving innovation and entrepreneurship

As a leading national research university, Dalhousie is a vital part of Canada's innovation ecosystem. We play a major role in transforming research into products, services and processes that offer benefits to society. **Dal Innovates'** success in teaching innovation and entrepreneurial skills and providing supports and resources to startups is making a difference.



Faculty of Dentistry student working at the North End Community Clinic.



IT HAS BEEN A PLEASURE TO WORK WITH DALHOUSIE AND OBSERVE FIRST-HAND THEIR COMMITMENT TO FURTHERING SOCIAL EQUITY...

— SUSAN KEATING-BEKKERS

Where accessibility meets oral health care

Susan Keating-Bekkers (DDH'91) is a dental hygienist, a past Dalhousie faculty member, a clinic volunteer and a community outreach donor. She supports the Faculty's efforts to make outstanding oral health care accessible to disadvantaged populations.

"The Faculty of Dentistry outreach clinics have a positive impact for all involved. The students are able to master their clinical skills and gain valuable experience that will serve them in their future practices. Simultaneously, the students offer life-changing treatment to individuals who face considerable barriers in accessing oral health care in our local communities. It has been a pleasure to work with Dalhousie and observe first-hand their commitment to furthering social equity and the positive outcomes of their initiatives.

Join us in making a difference

Together, we can make change happen

Dalhousie is a place where we can all make a difference — in the lives of students, in our local communities and beyond.

Our ambitions for this campaign are to vault us even further ahead in the areas where we know our impact has the potential to grow exponentially and truly change the world.

It starts with asking questions, it continues by going deeper and it doesn't end until we've created a better future.

Supporting Dalhousie's campaign is an investment — in building a stronger Canada, a sustainable planet and a just society.

The generous support we receive from our alumni and partners will make this work possible.

Join us in making a difference!



