EYES HIGH

UNIVERSITY OF CALGARY

2011 VISION AND STRATEGY
I WILL NOT SETTLE FOR THE EXPECTED
i will not settle for the expected.
The goal can be nothing less than greatness.
MO SHÛILE TOGAM SUAS
I WILL LIFT UP MY EYES
Lindsay Amundsen-Meyer
PhD Candidate,
Department of Archaeology,
2011 Vanier Canada Graduate
Scholarship recipient
THE UNIVERSITY OF CALGARY WILL BE A GLOBAL INTELLECTUAL HUB LOCATED IN CANADA’S MOST ENTERPRISING CITY. IN THIS SPIRITED, HIGH-QUALITY LEARNING ENVIRONMENT, STUDENTS WILL THRIVE IN PROGRAMS MADE RICH BY RESEARCH AND HANDS-ON EXPERIENCES.
BY OUR FIFTIETH ANNIVERSARY IN 2016, WE WILL BE ONE OF CANADA’S TOP FIVE RESEARCH UNIVERSITIES, FULLY ENGAGING THE COMMUNITIES WE BOTH SERVE AND LEAD.
In the 1960s, the University of Calgary was born in a city that had ambitious dreams. Those dreams have led to explosive growth. The city of 325,000 in 1966 is now one of the country’s largest and most powerful economic engines, home to 1.3 million proud Calgarians, and the university is in the nation’s top eight for research. Like the city itself, the University of Calgary has grown from a gutsy, hopeful start-up into a vibrant modern-day contender. This is what happens in a city of leaders.
Reed Ferber
Assistant Professor,
Faculties of Kinesiology and Nursing
and Director, Running Injury Clinic

Who would have imagined?
WE STILL HAVE TREMENDOUS UNTAPPED POTENTIAL

The University of Calgary has earned a reputation for courageous thinking and for attracting exceptional people. We have motivated and accomplished staff members, faculty and researchers, whose talent can guide the University of Calgary to becoming a global intellectual hub. ★ We have set the foundation for our next phase of growth. ★ University of Calgary graduates are community leaders. They have played a huge role in making Calgary one of the top-ranked cities in the world. Roughly 70 per cent of alumni –100,000 people—have carried onward and upward into careers in this city. Other grads have spread out to 148 different countries, making a difference globally. ★ There’s more to do.
We still have tremendous untapped potential.
This document is the result of a planning process that reached out to the entire university community, leaders in the city of Calgary, alumni and stakeholders from around the world. ⭐ The essence of this document is a strategy statement that sets our trajectory as a university. ⭐ The supporting commitments outline specific paths for the next five years that will make the University of Calgary a rich intellectual hub. Using this strategy as a guide, individual units can align their activities and develop plans in much greater detail to realize the commitments made in this strategy. ⭐ This bold course will make the University of Calgary one of the proudest, most rigorous, inquiring, welcoming and well-run institutions, based in Calgary and respected around the world.
Now, it is time to chart a course to realize this potential.

The Honourable Justice Patricia Rowbotham, BEd’75, LLB’81
The University of Calgary Alumni Association’s 2011 Distinguished Alumni Award recipient.
Faculty members in our Haskayne School of Business tailored an original strategy planning process for the University of Calgary. They crafted a contemporary approach designed to energize and focus the University of Calgary community. ★ The strategic process incorporated expertise, consultation, debate and analysis. Participants examined competitive advantages and trade-offs, and were asked to be realistic about what is, and is not, possible. ★ The process was developed and implemented by a Strategy Working Group. It is inclusive of all stakeholders and incorporates already active planning documents. ★ The consultation process was streamlined into three phases.
We used an original strategy planning process.
Phase One
Three months of listening

During January, February and March, a Strategy Working Group organized input from thousands of faculty members, staff and students through:

- Six weeks of in-person conversations at a roving booth across campus
  - 1,500 visitors to the roving booth
  - 642 iPad messages

- 25 small group workshops led by faculty members and staff
  - 500 students, faculty, staff and community members took part

- Three months of social media input including Facebook and Twitter
  - 4,000 website visitors
  - 1,300 votes on Question of the Week

Phase Two
Incorporating active plans and sources

The consultation feedback above was combined with information from other reports and integrated into the strategy summary. These sources included:

**Internal**
- Academic Foundations Document
- Strategic Research Plan
- Institutional Research Plan
- Graduate Education Plan
- Institutional Learning and Teaching Plan
- Institutional Sustainability Plan
- Comprehensive Institutional Plan
- Office of Institutional Analysis Fact Books

**External**
- City of Calgary — Economic Outlook
- Alberta Post-Secondary Learning Act
- Alberta Research & Innovation Act
- Advanced Education and Technology Roles and Mandate Framework
- Alberta Access Planning Framework
- Alberta Research Capacity Planning Framework
- Government of Canada — Science and Technology Strategy
- Association of Universities and Colleges of Canada — Trends

**Best Practices**
- Education Advisory Board
- Education Policy Institute
- Association of Universities and Colleges of Canada

Phase Three
Distillation

The input from the consultations and document review were analyzed and distilled by a Strategy Steering Committee. This process included a content analysis of all documents and consultations, coupled with discussion of strategic opportunities and potential goals for the University of Calgary over the next five years. Themes were distilled out of this body of work, and culminated in the three commitments captured in the strategy statement and summary.
Barb McCutcheon
Scheduling Coordinator,
Enrolment Services,
Member of Strategy Steering Committee
The result is a single strategy statement that encapsulates the objective, scope and competitive advantage of the University of Calgary.

It is supported by a three-part outline of the foundational commitments required to realize this strategy.

**Strategy Statement**

The University of Calgary will be a global intellectual hub located in Canada’s most enterprising city. In this spirited, high-quality learning environment, students will thrive in programs made rich by research and hands-on experiences. By our 50th anniversary in 2016, we will be one of Canada’s top five research universities, fully engaging the communities we both serve and lead.

Members of Strategy Steering Committee

Keith Dobson  
Chair, Project Next Strategy Steering Committee

Barb McCutcheon  
Alberta Union of Provincial Employees (AUPE) Representative

James Lange  
Graduate Students’ Association Representative

Lauren Webber and Dylan Jones  
Students’ Union Representatives

Anne Stalker  
The University of Calgary Faculty Association (TUCFA) Representative

Don Barker  
Management and Professional Staff (MaPS) Representative

Leslie Reid  
Faculty Representative

Josephine Hill  
Faculty Representative

Kevin McQuillan  
Dean’s Council Representative

Tom Feasby  
Dean’s Council Representative

Ex officio members

Loren Falkenberg  
Associate Dean (Research)  
Haskayne School of Business

Jim Dewald  
Associate Dean (Graduate Programs)  
Haskayne School of Business

Elizabeth Osler  
University Secretary and Associate General Counsel

Jo-Ann Bance  
Executive Director  
Office of the President

Bruce Evelyn  
Vice Provost  
Planning and Resource Allocation
The University of Calgary will commit to three foundational goals that will drive the institution strategically forward. ★ Each commitment points to a set of behaviours and goals with which faculties, programs and business units can align as they implement their more targeted strategic and business plans.
1. Sharpen focus on research and scholarship

2. Enrich the quality and breadth of learning

3. Fully integrate the university with the community
WHERE WE ARE GOING

The University of Calgary is known at present for its leadership in specific research areas. In 2011, it ranks as the eighth most research-intensive university in Canada, based on direct research funding.

Starting now, we will strengthen our commitment to research impact by supporting more faculty members to achieve higher levels of success. We will use our human resources effectively to enable excellence in research by any international standard. This success will translate into increased funding, as well as other measurable impacts at the highest standards of our disciplines. By 2016, we will be one of Canada's top five research universities in terms of impact, and we will continue with that upward momentum in the years to follow.

The University of Calgary will support basic research that builds the foundation for advancing knowledge in core disciplines. To secure additional research funding we will, as a collective, look for innovative, creative, focused and relevant research opportunities. Relevance will demand increasingly collaborative research through teams that work across disciplines, units and time zones. We will hold each other accountable to higher standards, through collaboration, in all stages of research, from conception to execution, results and communication.

Excellence in research also demands excellence in facilities and infrastructure. We will develop a proactive and systematic approach to maintaining and enhancing research support needs on campus, at extended facilities and in the field.

HOW WE WILL GET THERE

Focus
We will increase research impact in thematic areas where we have strength and interest, as directed by the research community through a task force on research strengths and opportunities. We will advance on these research fronts with confidence in a leadership role. We will exercise vision and long-range planning and we will make an unwavering commitment to internationally esteemed scholarship in these focus areas.

Collaboration
In today's complex environment, research success often is the result of collaboration. The University of Calgary's new major research initiatives will focus on areas that capitalize on the multiple perspectives, data, methodologies and concepts of collaborators across disciplines. We will collaborate internally, within Calgary, across the country and through strong international partnerships.

Support
People are our most valuable asset. We will hire and retain talented individuals who skillfully provide the institutional support that is critical for individuals and teams of researchers to be leaders in their fields. This support will include, but is not limited to, effective research policies, guidelines and procedures to maximize research success. Research facility and operations support will be made a priority for successful research teams.

Translation
Successfully solving problems and then applying them in the real world requires effective knowledge translation. We will support faculty and staff members as they make research findings readily available to potential collaborators, user groups and the public. By committing to translation as part of the research process, we will foster collaboration and yield research whose relevance can be used to benefit society.

Results
We will seek strategic and well-defined partnerships with private industry, governments, agencies and other universities that can be partners in the mission of discovery and realization. Judged by international standards and benchmarks, we will deliver results of the highest calibre and strengthen our international profile.
“EVERY ONCE IN AWHILE, YOU CAN FIND THE RIGHT COMBINATION OF AMBITION, TALENT, AND THE SPACE TO GROW. A RESEARCH PROGRAM CAN TAKE ROOT THAT WILL CHANGE THE WORLD. WE’RE PROOF.”

Garnette Sutherland, Professor, Faculty of Medicine, University of Calgary, and developer of the NeuroArm, a robotic system for microsurgery
LEARNING IN A RESEARCH ENVIRONMENT ADDS VALUE INSIDE AND OUTSIDE THE CLASSROOM.

ENRICH THE QUALITY AND BREADTH OF LEARNING

WHERE WE ARE GOING

The University of Calgary has a singular advantage in Calgary as an intensive research institution. This research environment enables us to provide a high-quality educational experience. The people in this environment—from faculty members to support staff—can bring this rich environment alive for students.

We will create a learning environment that is enriched by research in two ways. We will apply research findings to improve teaching and to shape our programs so that they prepare graduates with the attributes required for success. We will also engage students in the research experience through a collaborative and community-based culture.

To begin, we will review our undergraduate and graduate programs to ensure that students attain clearly identified outcomes that will maximize their success after graduation. The University of Calgary will leverage its strength in research to produce graduates who are adept at problem identification, research, analysis, teamwork, solution implementation and leadership.

We will review the needs of our communities to identify where we should increase graduate, professional and post-degree educational and research-based programs. The University of Calgary is located in a community that requires professionally trained technical experts and researchers. As well, University of Calgary graduate students work and research in diverse environments and we will provide educational programs that build important leadership and management skills in our graduate students.

We will provide expert instruction. The University of Calgary is home to faculty members, postdoctoral fellows, research technicians and legions of smart, ambitious graduate students who are passionate about knowledge. Their enthusiasm and expertise in the classroom and in the field make them excellent teachers and mentors. We are committed to building on this base by supporting the ongoing development of our educators so that they can engage and challenge students through consistently effective and innovative teaching methods.

We will engage students fully. University of Calgary graduates will experience a depth and quality of learning that extends far beyond a test, a textbook, classroom or country. We will focus on co-curricular initiatives that expand our ability to graduate students with attributes that align with our goal to be a community of leaders.

In summary, we will apply the same research and knowledge translation that we undertake in all research areas to create an exemplary teaching environment in a research university. The responsibility for creating this environment will be shared by faculty members, graduate students and undergraduate students.

HOW WE WILL GET THERE

Quality of instruction
We will cultivate teaching excellence by integrating research into how we teach and how students learn. We will promote the professional development of professors, instructors, graduate students, and teaching assistants to create a culture of expert instruction. University of Calgary students will benefit from the support, education, mentoring, and continuous improvement to classroom and out-of-classroom educational experiences.

Programs with defined and measurable outcomes
We will conduct comprehensive program reviews to develop and identify the learning outcomes for specific programs of study. University of Calgary degree programs will impart knowledge, competencies and skills through tailored instructional methods and relevant learning experience. Degree programs will embrace a spirited collaborative approach to learning, and be guided by measurable outcomes from program start to finish.

Engaging students in research
At the University of Calgary, learning takes place in a research environment. Students will learn research skills through their courses, assignments, fieldwork and as members of research teams. As a result, they will be able to critically examine the world around them, generate new knowledge and be part of solving problems. We commit to prepare students with a portfolio of research projects that take them out into the community and the field. We will inspire learners by purposeful exposure to our best researchers and their research.

Broader student experiences
We will engage students through relevant and hands-on learning opportunities during their programs of study to increase their preparedness upon graduation for the intended outcome. This breadth of experience is enabled in part by the research environment and in part through a commitment to support both hands-on course-based activities and outside-the-classroom co-curricular activities for all students.

Flexibility
Discovery rarely respects traditional disciplinary boundaries. To support learning in a research environment, we will enable program flexibility for students. Opportunities for enriched learning will be enhanced through modeling, mentoring and diverse opportunities as they arise. We are embedded in a city of leaders and entrepreneurs, whose guidance can be incorporated in flexible ways to learning at the University of Calgary.
“I’VE HAD THE PRIVILEGE OF TEACHING HERE FOR 30 YEARS, AND I’VE SEEN AMAZING STUDENT SUCCESS. I CAN TELL YOU THE YEARS TO COME ARE GOING TO BE HIGHLY ENGAGING, AS WE BUILD ON OUR BEST FOUNDATIONS.”

Ayodeji Jeje, Professor, Schulich School of Engineering, University of Calgary, and the 2011 Lecture of a Lifetime award recipient
FULLY INTEGRATE THE UNIVERSITY WITH THE COMMUNITY

WHERE WE ARE GOING

Our relationship with the community is as old as the university itself. We were created to serve the burgeoning intellectual, educational and research needs of this city and region and that is still the source of greatest pride and purpose for the University of Calgary.

Now, with increased global prominence for the city comes higher expectation for the University of Calgary. We will build our global impact as we grow in reputation together. Like the city, the university will be a destination for people with ambitious dreams.

We will enhance Calgary’s profile through broad, two-way engagement with the community. This effort will encompass scholarship and research, community leadership and ideas, and the everyday wellbeing and fulfillment provided by sport, culture, youth programs, adult learning and the outdoors.

University of Calgary staff members are integral to this community of engagement, as both the frontline and backroom staff. They create the vibrant culture of a well-run organization. They share in the expression of our collective community identity, and all of the ways that external communities experience the services and offerings of the University of Calgary. Our integrity, transparency, service-orientation and efficiency are critical assets embodied by staff members.

The University of Calgary will create a portal to the best minds in the world, and at the same time elevate Alberta voices and ideas to the world’s stage. Locally, provincially, nationally and globally, we will act as a crossroads for ideas.

The University of Calgary will manifest as an institution of which all Albertans are proud.

HOW WE WILL GET THERE

Involving the surrounding communities

The University of Calgary will become a welcoming venue for the exchange of knowledge, for debate, art, culture, sport and recreational opportunities. We will reach out to the widest array of communities, by actively advertising and publicizing to ensure a sense of inclusion and meaningful, productive dialogue and two-way connection to the international landscape of ideas, art, science and culture for all life-long learners.

Leadership in city life

University faculty, staff and students will play a more active role in civic projects and initiatives. The downtown campus will help to connect to stakeholder groups in corporate Calgary. Leadership on community initiatives will be supported so that the strategic channels of interaction can be cultivated between citizens of Calgary and the University of Calgary.

Pride

As the university achieves the commitments expressed here, we will cultivate a positive internal dialogue in our community of 36,000 faculty, staff and students. Building on momentum as we move up the rankings will be media reports on the research and learning advances also described in this strategy. We will enhance the public dialogue about the University of Calgary so that it generates community pride.

Alumni

We have certain characteristics as a commuter university. On one hand, many alumni will continue to reside in the city and are easily reached. On the other, it is more challenging to develop the sense of belonging and prestige that arises from the student experience at a destination university. The University of Calgary is home for both types of students. We will leverage Calgary pride and opportunity as a strategy to bridge that gap, and foster a lifelong relationship and pride among alumni at home and around the globe.

ACCORDING TO A 2011 REVIEW IN THE ECONOMIST, CALGARY IS ONE OF THE TOP FIVE PLACES TO LIVE IN THE WORLD. THE UNIVERSITY OF CALGARY IS THE INTELLECTUAL HUB OF THIS CITY.

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“THE UNIVERSITY OF CALGARY HAS INCREDIBLE TALENT AND THE ABILITY TO MAKE SIGNIFICANT CONTRIBUTIONS. THE INNOVATION, CREATIVITY AND EAGERNESS TO BE INVOLVED IN COMMUNITY LIFE IS PART OF WHAT MAKES THE UNIVERSITY, LIKE THE CITY ITSELF, SO VITAL.”

Jennifer Myers, Director of Communications, Faculty of Arts
Every university expresses a character that reflects the people and practices within it. The University of Calgary incorporates a wide range of individual personalities and belief systems. However, the people who work and study here share values that reflect the university’s vision as a community. These core values will help the University of Calgary achieve its strategic goals.
CURIOSITY
We are stimulated by the unknown and unexpected, and rely on it to provoke exploration and innovation.

SUPPORT
We value people who interact with others in an inclusive and respectful manner. We will offer high quality programs and services to promote health and safety, foster community morale and meet the diverse needs of all we serve.

COLLABORATION
We structure our organization and allocate resources to foster effective environments. Our relationships are defined by a culture of collaboration and a shared commitment to achieving common goals.

COMMUNICATION
We build bridges through proactive communications between individuals, between teams, between departments and faculties, and with other organizations in the community, with integrity and transparency.

SUSTAINABILITY
We commit to leadership in sustainable ways of living, working and learning. We take care of the physical, natural and social environment. We uphold balanced budgets, positive social relationships and the health of the planet that we all call home.

GLOBALIZATION
We think and act with a global mind-set, acknowledging the pervasiveness of worldwide connectivity, aware of global developments and acting on opportunities to benefit the world we serve.

BALANCE
We complement the research, learning and work environment with social, cultural, sports and recreational spaces, services and programs to promote a healthy community.

EXCELLENCE
We expect the best of everyone who works and learns at the University of Calgary. We will support and recognize the achievements of all community members and help each other achieve our highest ambitions.
Few people in 1966 would have imagined that Calgary, Alberta, would be a top ranked city in the world. ★ Our task now is to use this strategy—one that embraces and reflects all of us involved with the University of Calgary—to make real the university’s remarkable potential. Our future actions will be measured against the commitments that we are making a community through this document. ★ There were many comments and recommendations that surfaced during this process to improve in specific areas. These comments have been captured in a comment analysis for deans and senior administrators to incorporate. ★ The units that make up our community will transform this strategy into concrete action. In the strategic and business planning cycles as we move forward, faculties and business units can use these foundational commitments to guide the ways that their specific areas make choices, advance and evolve. ★ With this plan acting as a framework and unifying guide, we can concert our efforts and find new ways to achieve our ambitions. We will have a powerful impact together.
Message from the President

Eyes High. Our vision of becoming one of Canada’s top five research universities, grounded in innovative learning and teaching and fully integrated with the community, is bold and ambitious. The vision belongs to all of us, and I would like to thank the thousands of people in our community and beyond who shared their values and aspirations for our university through the most extensive consultation process ever undertaken on our campus. We saw and heard at every turn the pride and genuine desire to make this a truly great university. And we learned that we are a community and a city of courageous thinkers and leaders, and that we are determined to look far up and to dream very big.

Now that we have the vision, the next step is developing the roadmap to reach our goal. I look forward to the years ahead, working with everyone in the community to transform the strategy into the beginning of concrete action. I am extremely proud to lead a university with such a daring vision for the future. Thank you again, and Eyes High!

Elizabeth Cannon
President