

Unstoppable

Our focus for the future

Ed McCauley
President and Vice-Chancellor

October 13, 2020



UNIVERSITY OF
CALGARY



+16%

degrees awarded to students
(+45% graduate,
+8% undergraduate)

\$1.4B

third largest fundraising
campaign in Canadian
history





New Facilities



+62%

sponsored research
funding

+27%

Tri-Council
funding



+77%

new inventions
and innovations

+27%

number of
publications



+7

national survey of
student experience
(seniors)



New programs,
new treatments
new solutions

80.5%

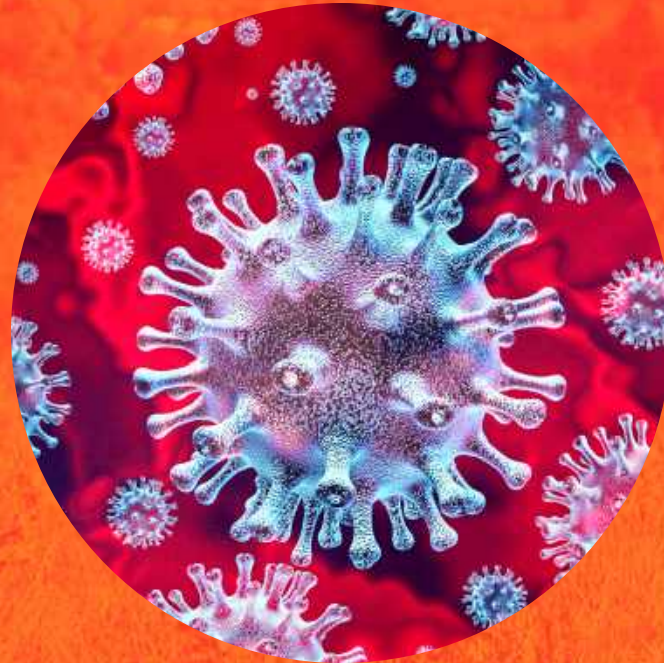
Sustainability Tracking, Assessment
and Rating System
(#2 in Canada)

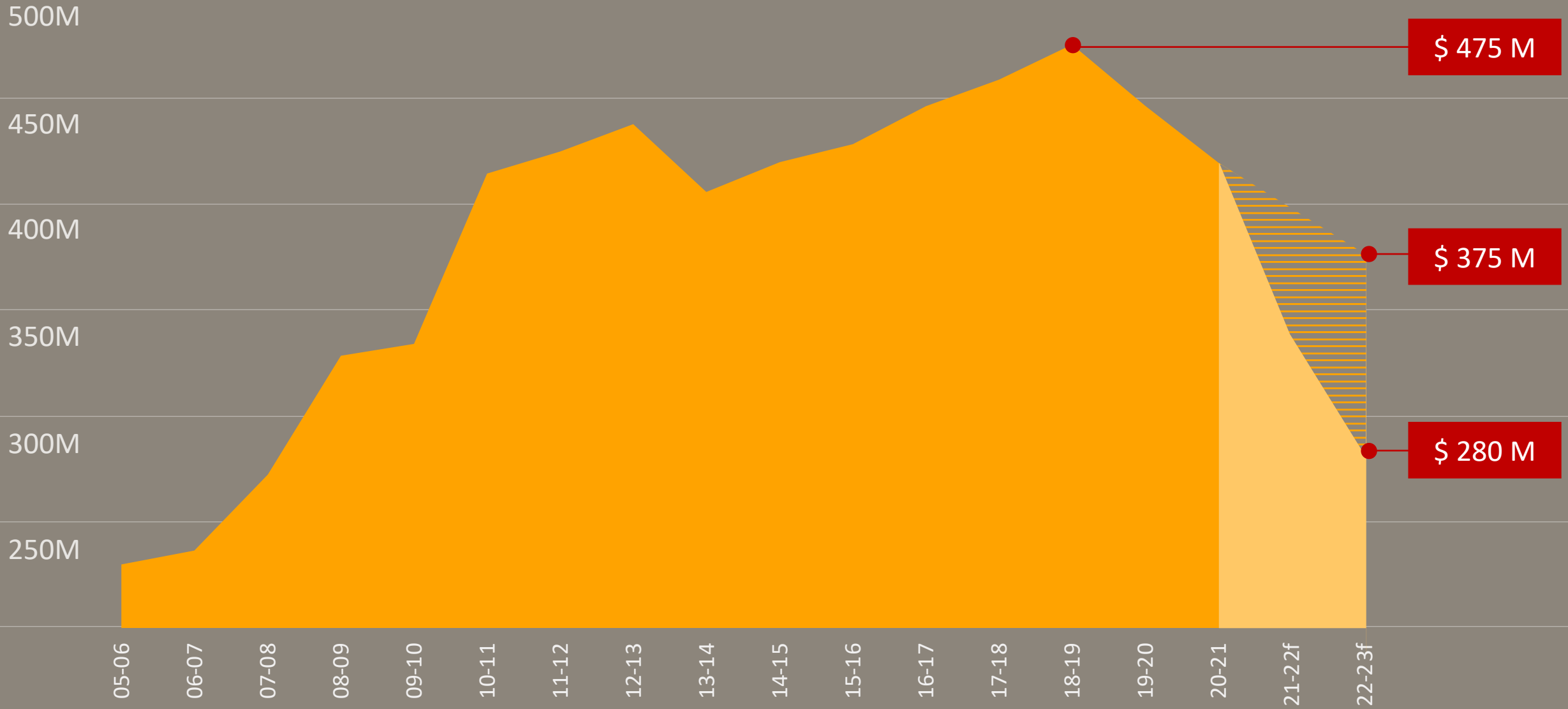


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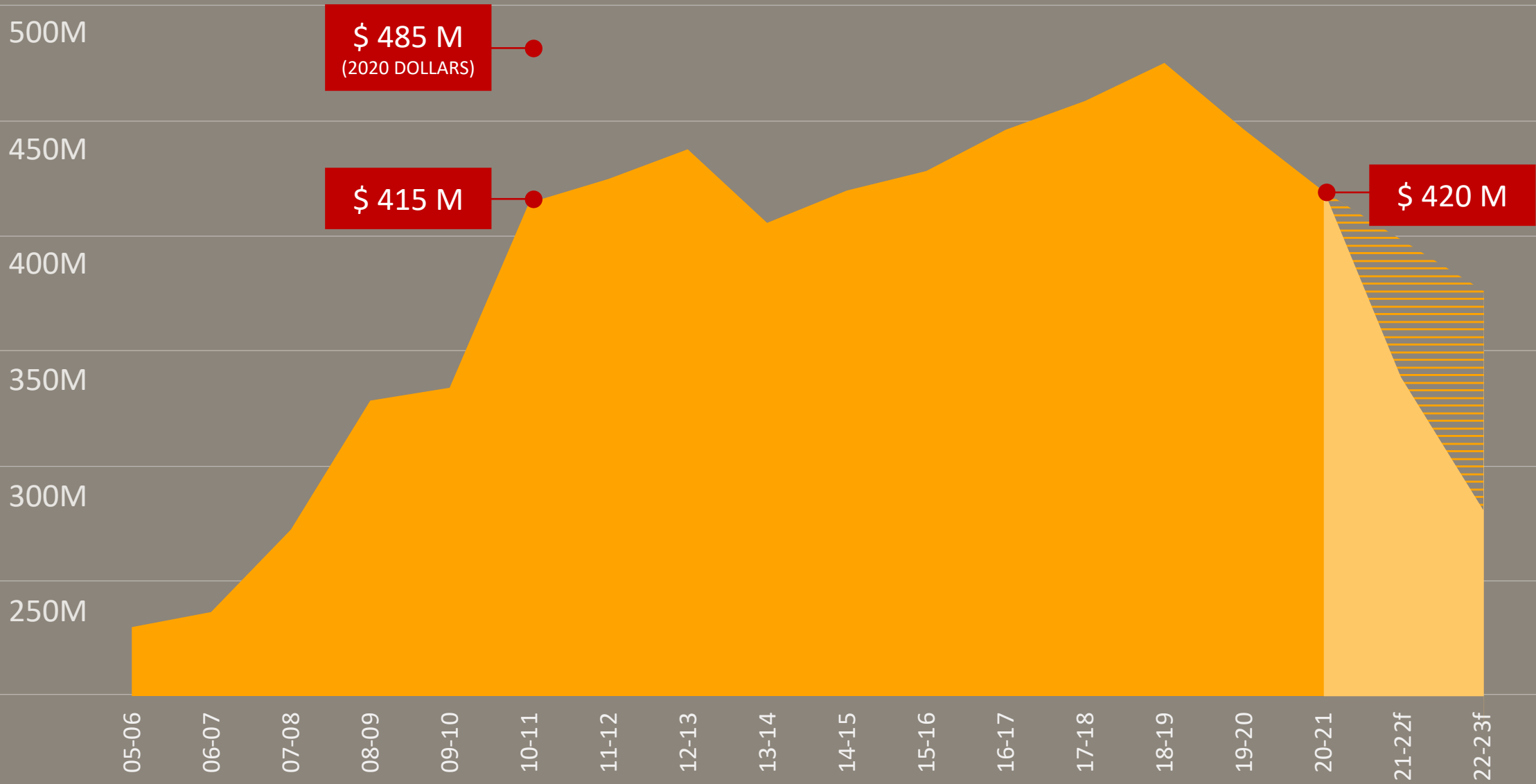
2500 University Drive N

Imperatives for change





UCALGARY CAMPUS ALBERTA GRANT – UNADJUSTED FOR INFLATION



UCALGARY CAMPUS ALBERTA GRANT – UNADJUSTED FOR INFLATION

Where we've been

WHAT WE'VE HEARD – CONSISTENT THEMES

- UCalgary needs a distinct **brand** to differentiate us
- UCalgary has to **focus** on areas of academic excellence
- UCalgary has to be **bold**



What we heard

10-YEAR VISION – HELP US BECOME A GREAT RESEARCH UNIVERSITY

Reputation built around **areas of excellence, entrepreneurial thinking, innovation, advanced technology and strong connections to industry and community.**

- Drive institutional reputation through focusing on a few areas of student and research excellence.
- Help scholars realize their vision through the completion of an "Innovation ecosystem" built to self-sustain and proliferate.
- Connect with industry/community through 10:20 strong institutional partnerships in research and teaching/learning.

Destination for **top scholars that want to work in an entrepreneurial and transdisciplinary environment.**

- Encourage acquisition and retention of world class faculty through flexible, competitive compensation policies.
- Reinforce entrepreneurial, security focused thinking and safety through integrating of business models.
- Foster transdisciplinary research through an expansion of the Co-Professorship of UCalgary member and commission of major works.

Destination of choice for students around the world with **expanded enrolment (from 33,000 to 37,000 students), recognized as a national leader in student experience and professional upgrading with nearly double the number of graduate students (from 6,300 to 10,000 students).**

- Meet the needs of current and future students through the diversification of new models of credentialing and modalities and alternative delivery formats, including expanding remote and/or online offerings.
- Meet the needs of our career professionals looking to upskill or reskill.
- Meet the needs of the local community and job market through increasing the number of graduate students.

Future-proofed financial position by increasing total revenue to \$2 billion through the growth of sustainable **alternative revenue sources.**

- Reduce reliance on Campus Alberta grant from 29% of revenue to 20%.
- Increase university fund total across the country by increasing amount of revenue that comes from outside of Alberta.
- Deliver world class student experience by increasing investment per student (from \$12,000 to \$14,000).



Four-pillar proposal

<p>1. Test Alignment JUNE</p> <p>Town Hall (June 24) Survey on ten-year vision</p>	<ul style="list-style-type: none"> BoG Executive Committee – June 8 Dean's Council – June 11 GFC Meeting – June 11 Dean's Retreat – June 16/17 SLT Retreat – June 18 BoG Meeting – June 19 Town Hall – June 24 Survey – June 26 									
<p>2. Investigate JULY AND AUGUST</p> <p>ELT-led task teams Feedback from community</p>	<table border="1"> <tr> <td>Academic Focus</td> <td>Innovation Ecosystem</td> <td>Alternative Revenue</td> </tr> <tr> <td>Workforce Optimization</td> <td>Industrial Partnerships</td> <td>Capital Assets</td> </tr> <tr> <td>Advanced Technology</td> <td></td> <td></td> </tr> </table> <p>Plus Additional work in background (e.g. Review IRMA Allocations, Develop System Review Proposals, Assess Organizational Structure Options)</p>	Academic Focus	Innovation Ecosystem	Alternative Revenue	Workforce Optimization	Industrial Partnerships	Capital Assets	Advanced Technology		
Academic Focus	Innovation Ecosystem	Alternative Revenue								
Workforce Optimization	Industrial Partnerships	Capital Assets								
Advanced Technology										
<p>3. Deliberate SEPTEMBER AND OCTOBER</p> <p>Final recommendations Governance approval</p>	<ul style="list-style-type: none"> Bring all together for discussion Take through governance processes as required Announce decisions and next steps at Community Report (mid-Oct) 									

Work over summer (survey, task teams)



**“Growth through focus”
is a means to an end**

A hand holding a glowing lightbulb with gears inside, symbolizing innovation and technology. The background is a vibrant, abstract design with swirling lines and a color gradient from yellow to red. The lightbulb is the central focus, with a bright yellow glow emanating from it. Inside the bulb, several interlocking gears are visible, suggesting a complex system or process. The overall composition is dynamic and energetic, with a strong sense of movement and progress.

Our core focuses are
**people +
purpose**









Break down silos. Strike partnerships.
Act quickly. Be nimble. **Be focused.**


Create opportunities

to advance your career

to do what hasn't been done

to improve the world around us

to help everyone reach their potential

The image shows a multi-level university atrium with wooden balconies and glass railings. The scene is overlaid with a semi-transparent red filter and several glowing, concentric circular patterns in shades of red and orange. In the center, two people are walking away from the camera. The text 'We will be the entrepreneurial university' is centered over the image.

We will be the
entrepreneurial university

Three big ideas



**Transdisciplinary
scholarship**



**Deeper community
integration**



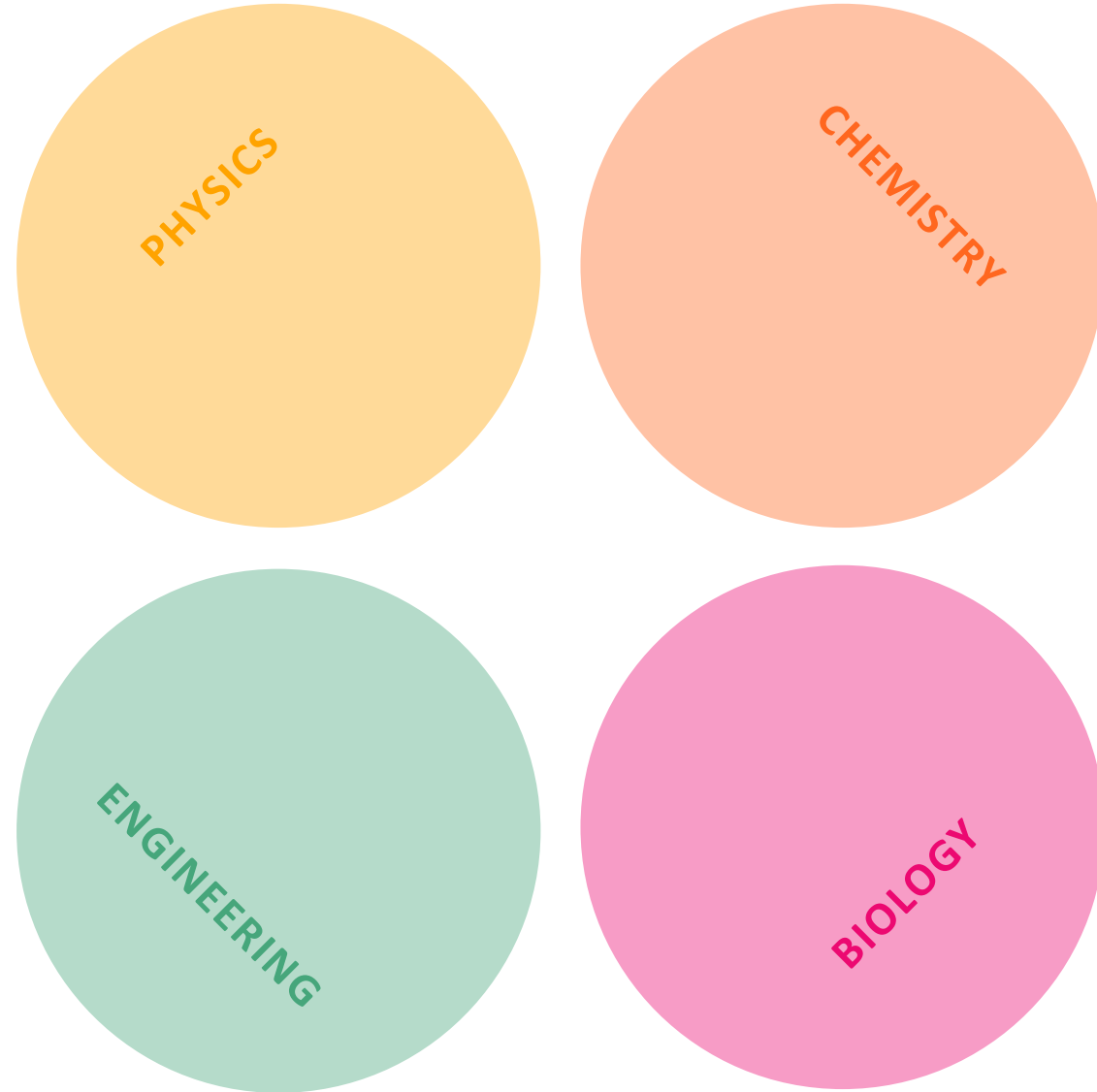
**Future-focused
program delivery**

The background is a vibrant, abstract composition of green and orange hues. It features numerous thin, glowing lines and larger, semi-transparent spheres that create a sense of depth and movement, resembling a complex network or a dynamic data visualization. The overall effect is one of energy and interconnectedness.

Elevating our Transdisciplinary Scholarship

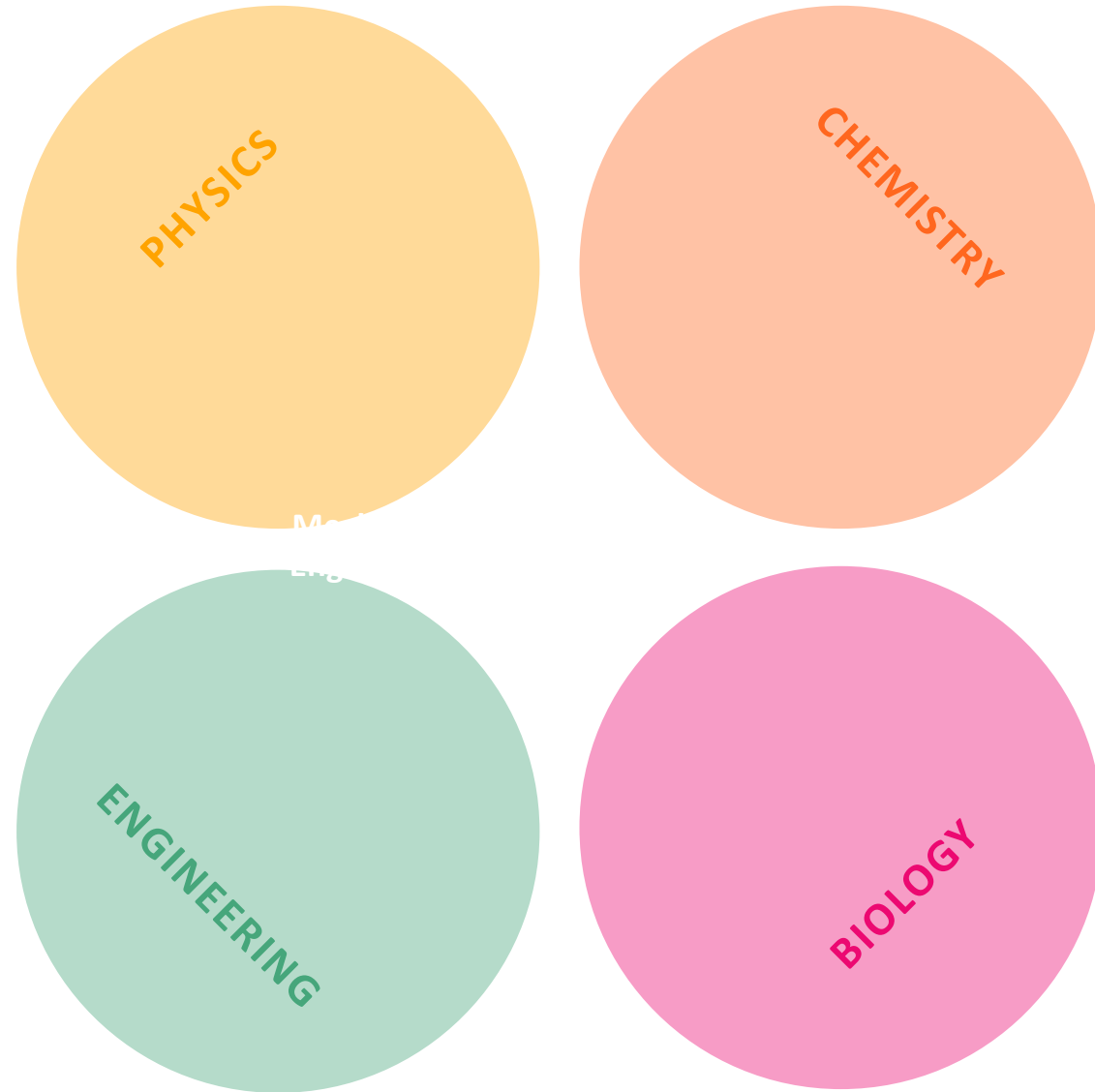
MULTIdisciplinary

Separate with distinct boundaries (silos)

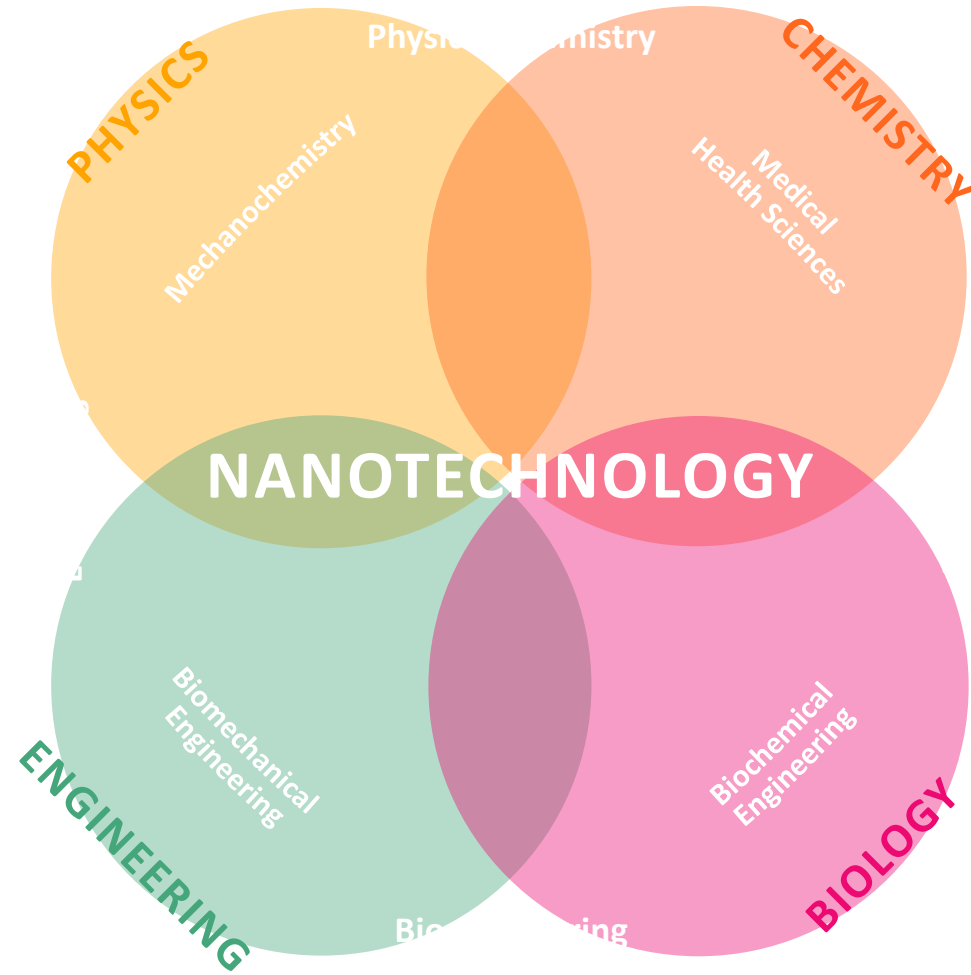


INTERdisciplinary

New sub-disciplines form by close association as boundaries begin to overlap and/or merge

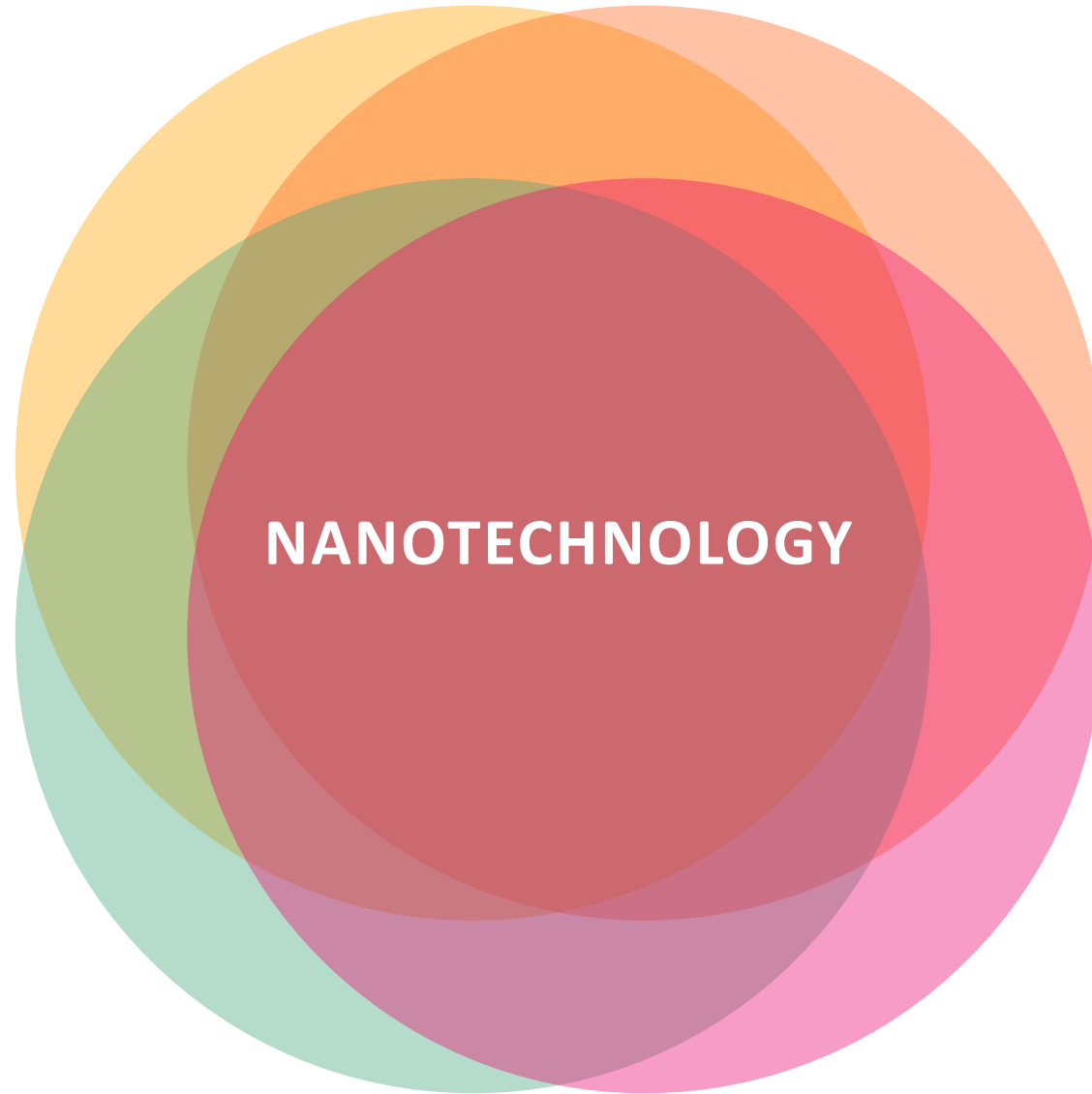


TRANSdisciplinary (early)



TRANSdisciplinary (late)

Nanotech becomes its own discipline, drawing on outlying edges like design, ethics, business, chaos, complexity, law, art and computer science **as it transcends its boundaries**



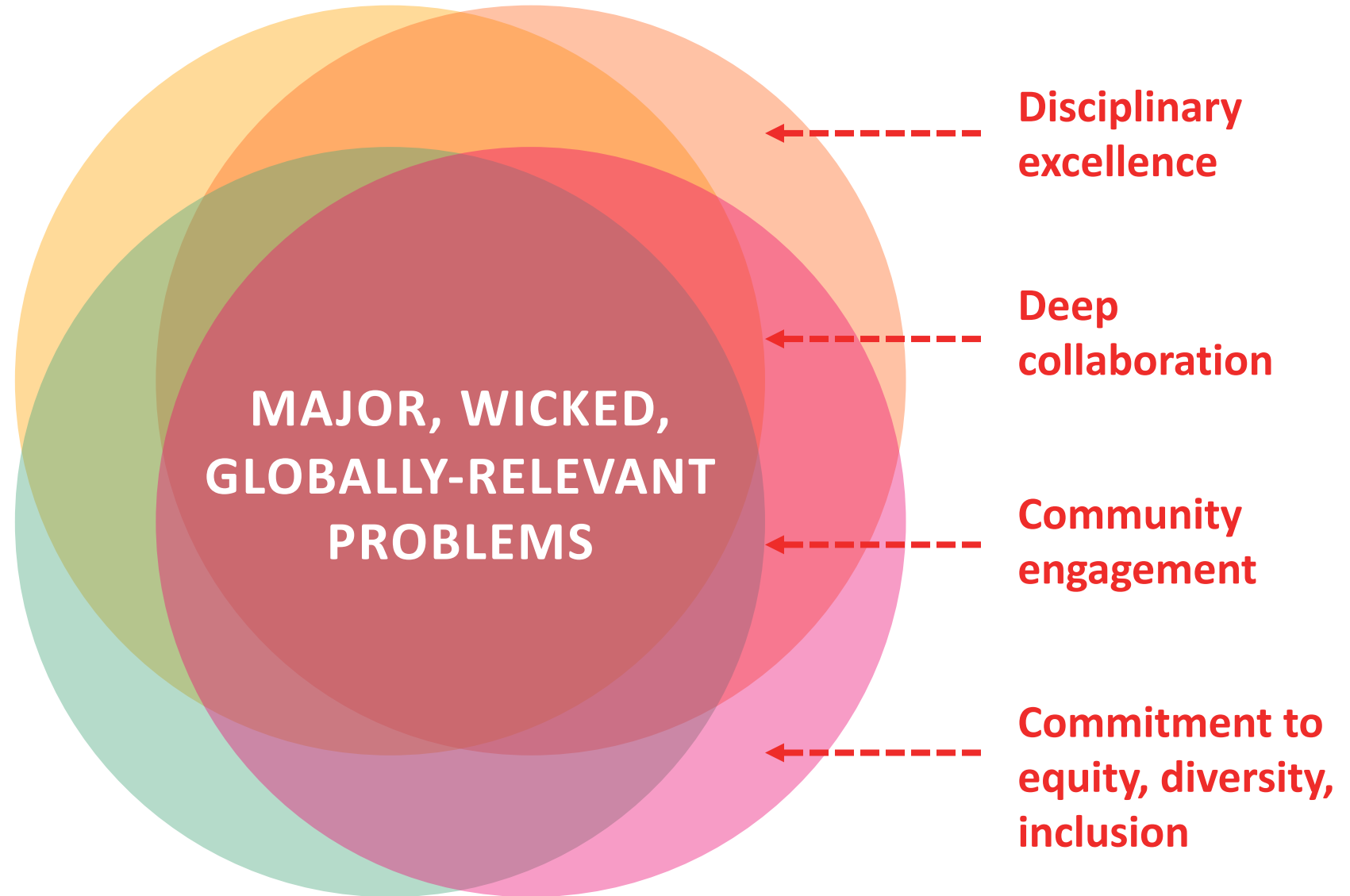
TRANSdisciplinary (late)

This transdisciplinary approach has created new disciplines across academia. Criminology integrated the fields of sociology, law, biology, policy and health.



UCalgary's approach to transdisciplinary scholarship

Our approach to transdisciplinary scholarship will involve continued curation of disciplinary excellence, encouraging deep collaboration among scholars across our university and engaging with the community to define problems, contribute resources and field-test solutions.



1

Retain faculty structure, assess departmental structure

Consider opportunities to reduce administrative overhead and increase agility by moving to a less departmentalized structure.

DEVELOP: SEP-DEC 2020

GOVERNANCE: WINTER 2021

2

Create “Transdisciplinary Academy”

Drive transdisciplinary research, teaching and learning. Enables us to rally around big societal issues, connecting scholars, and reducing barriers. Builds on University’s experience with the Confederation of Scholars and Communities of Practice models.

DEVELOP: SEP-DEC 2020

IMPLEMENT: SPRING 2021

3

Enable and incentivize this transdisciplinary approach

DEVELOP: SEP-DEC 2020

IMPLEMENT: SPRING/SUMMER 2021





HEALTH SCIENCES LIBRARY

O'Brien Centre for the mSc
BACHELOR OF HEALTH SCIENCES PROGRAM

SCHOOL OF MEDICINE
ADVANCING HEALTH THROUGH
INTEGRATED LEARNING



A bold approach to partnerships

Deeper community integration



Rules of engagement

UCalgary Partnership Playbook

Partnership
Organization

Experiential
learning
placements

Teaching
(guest lectures,
case studies)

\$\$\$

Employee
training

Research

Consulting /
expertise on
retainer

Shared capital /
equipment



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4

Develop the “UCalgary Partnership Playbook”

DEVELOP: SEP-DEC 2020

GOVERNANCE: WINTER 2021

5

Secure fully integrated industry and community partnerships

Pursue integrated partnerships and recognize scholars for engaging in industry/community partnerships.

DEVELOP: SEP-DEC 2020

IMPLEMENT: SPRING/SUMMER 2021

6

Grow innovation ecosystem

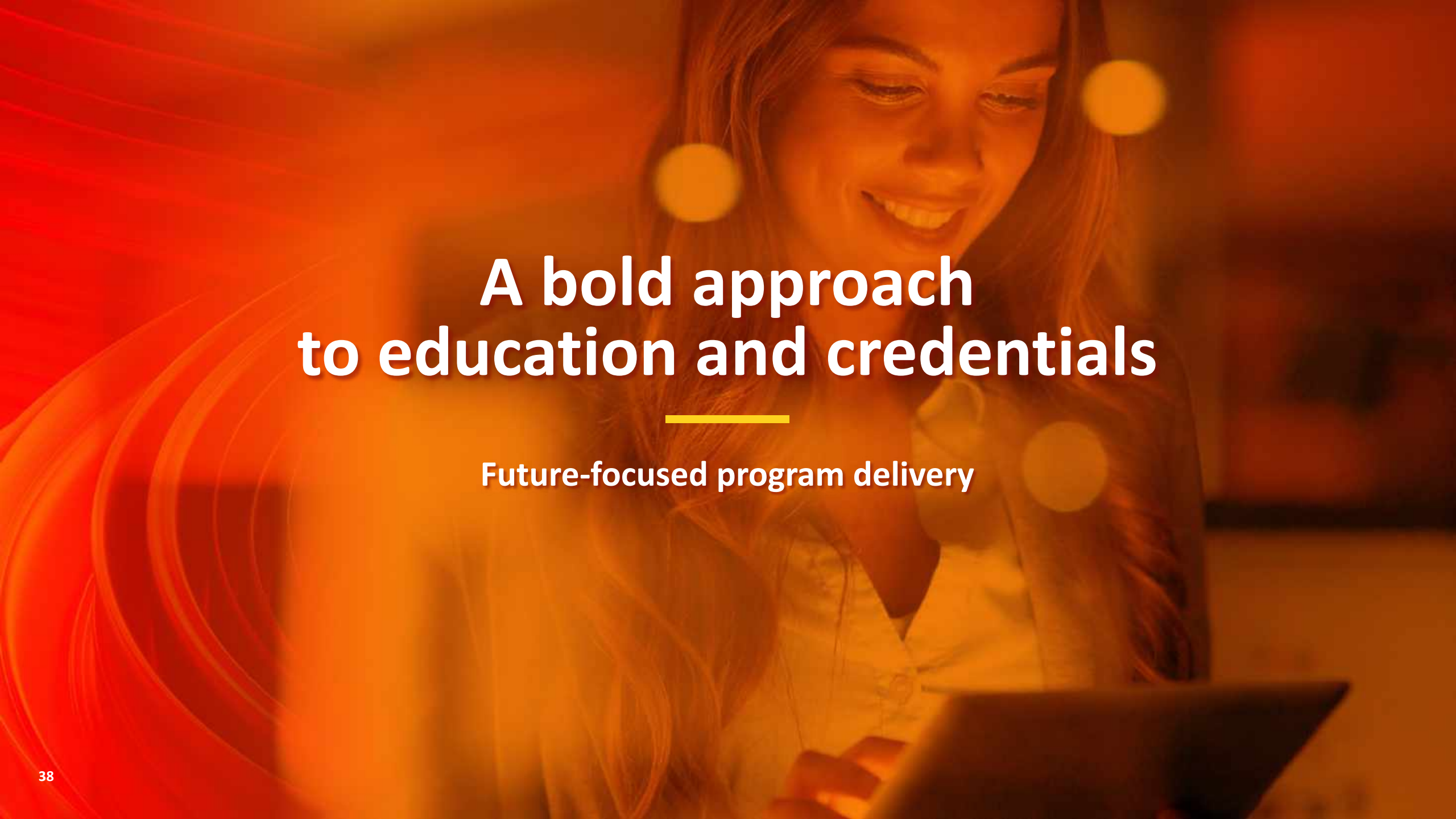
More strongly position the Hunter Hub in the innovation space. Establish Council on Innovation and Entrepreneurial Leadership. Foster and incentivize commercialization through programming in UIQ, etc.

DEVELOP: ONGOING

IMPLEMENT: ONGOING







A bold approach to education and credentials

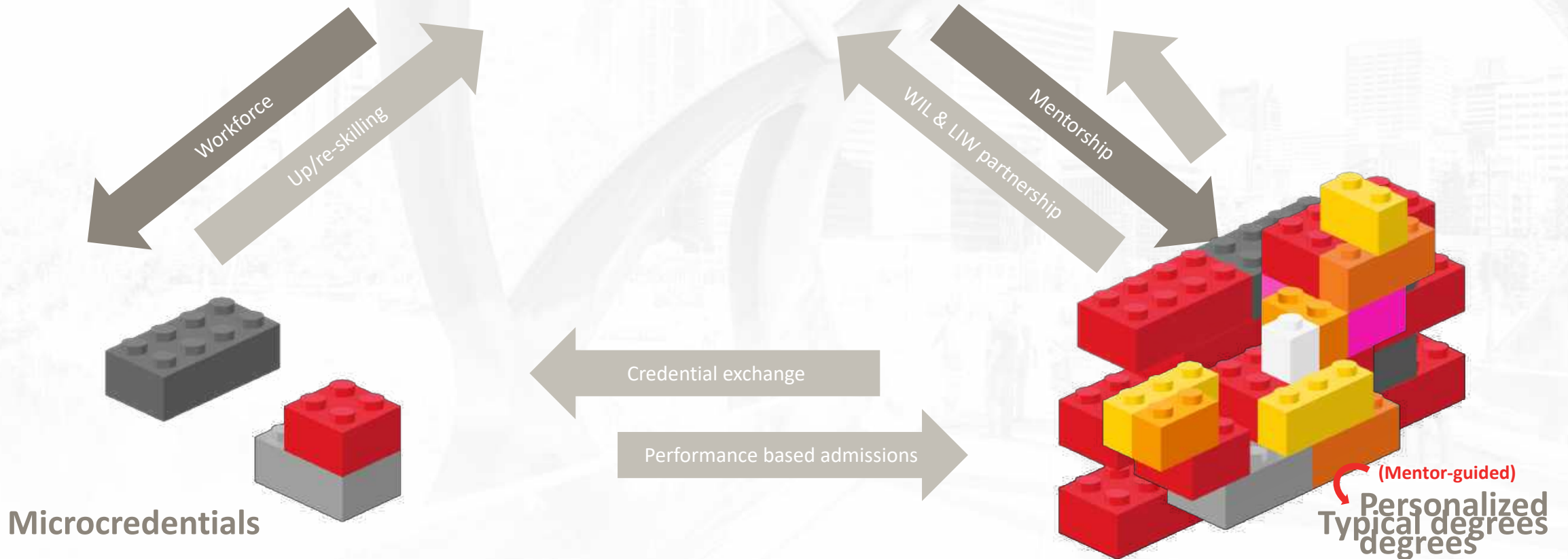
Future-focused program delivery







Industry/Community



7

Modularize programs

- Modularize current credentials and ensure future credential development is modularized – creating a more personalized learning/education journey for students
- Identify programs that have high potential for online learning, experiential learning, modularization (stackable and standalone certificates)
- Expand existing supports for rapid program development with a focus on expanding certificates (stackable, stand-alone, undergraduate and graduate)
- Incentivize development of certificate programs
- Track and curate experiential learning (EL) through an Experiential Learning & Skills Record
- Develop, formalize partnerships for EL

DEVELOP: ONGOING

IMPLEMENT: ONGOING



Review programs and development new programs

- **Program review (determine programs to discontinue, maintain or grow and set enrolment targets)**
 - Refine program evaluation criteria
 - Rigorous evaluation of programs against criteria
 - Program decisions
 - For continuing programs, confirm enrolment targets for next three years – focusing growth in graduate programming and upskilling/reskilling programming

DEVELOP: SEP-JUN

IMPLEMENT: ONGOING

- **Program development**

- Identify high-priority areas to grow programming – aligned with four areas of academic focus and high scores on evaluation criteria

DEVELOP: ONGOING

IMPLEMENT: ONGOING

9

Deliver programming in multiple modalities

- **Develop a long-term plan for program delivery through multiple modalities including face-to-face, blended and online programs**
 - Expand infrastructure and support for learning technologies. Assess possible mergers, acquisitions, or partnerships with online institutions and/or technology platforms
 - Expand support for online teaching and curriculum design to support development of credentials for hybrid and online formats (instructional designers, technology specialists)
 - Expand supports for student mentorship (career, WIL, EL), and academic supports for students with a focus on students in online certificates and programs
- **Assess potential to grow enrolment by offering additional programming in hybrid/online format on longer-term basis**

DEVELOP: SEP-MAR

IMPLEMENT: SPRING/SUMMER 2021



Four areas of focus

Life sciences, energy transformations, city building, exploring digital worlds

BIG IDEAS



**Transdisciplinary
scholarship**



**Deeper community
integration**



**Future-focused
program delivery**



**Life
sciences**



**Energy
transformations**



**City
building**

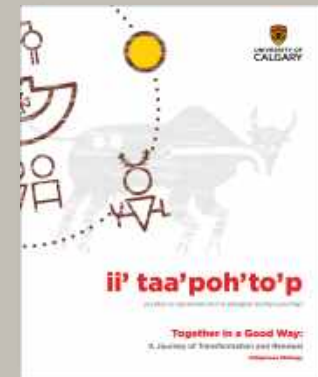


**Exploring
digital worlds**

AREAS OF FOCUS

The University of Calgary is 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, hands-on experiences and **entrepreneurial thinking**. By 2022, we will be recognized as one of Canada's top five research universities, fully engaging the communities we both serve and lead.

Eyes High Strategy Statement



A vibrant sunset over a field of tall grass. The sun is low on the horizon, casting a warm glow across the sky and the field. The sky is filled with colorful clouds in shades of orange, red, and purple. The word "Unstoppable" is overlaid in large, white, bold letters across the center of the image. There are also some faint, curved lines in the sky, possibly representing a rainbow or light trails.

Unstoppable



Educate leaders



Create new knowledge



Support our community

Next step: consultation and implementation

```
graph LR; A((Further developing plan specifics)) --- B((Refining areas of focus)); B --- C((Reviewing programs through refined focus)); C --> D[ ]
```

Further
developing
plan specifics

Refining
areas of
focus

Reviewing
programs
through
refined focus

What success looks like in ten years

**Top 5
University**


**37,000
students
(+4000)**

**10,000
graduate
students
(+3700)**

**\$2b
in revenue
(+600m)**

**Universally
acknowledged,
distinct
brand**

**5 revenue-
generating
partnership
ventures**

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We will be the
entrepreneurial university



**Questions?
Comments?**



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