REPORT ON THE ACADEMIC PLAN 2012-2017
WHERE WE STARTED

General Faculties Council (GFC) approved the Academic Plan in 2012, to serve as part of a roadmap to our Eyes High vision. As part of that vision, our community consciously embraced its role within Calgary as an integrated research-intensive learning environment. The goal of the new Academic Plan was to leverage the advantages of being located in Calgary, a dynamic and world-class city, to offer an exceptional experience that would prepare students to critically examine the world and generate new knowledge, and as graduates, be engaged citizens who would help solve societal problems.

OUR PATH TO SUCCESS

The Academic Plan included seven priorities that have served us well — aligning our activity and guiding the allocation of our human, capital, and financial resources over the past five years. These priorities included:

- Recruitment, retention, and development of talented people
- Ensuring that Alberta can compete in a rapidly changing global economy.
- Integrating research and teaching
- Taking research-informed approaches to engaging students in learning and inquiry on campus and in the world around us.
- Interdisciplinarity
- Creating an environment where we collaborate across fields and advance our expertise.
- Leadership
- Building a culture where each individual can live up to their potential and support others.
- Internationalization
- Graduating students who are global citizens, adaptable and competitive across diverse environments.
- Connecting with our community
- Forging true bonds with our community through our expertise and passion.
- Sustainability
- Becoming a model for responsible growth in all that we do, from enrolment to open spaces.

We are pleased to report considerable progress on our path to success since 2012. Thanks to the dedication and commitment of our entire university, we can highlight many examples of remarkable advancement we have made within each of the seven priority areas.
Revitalizing and re-energizing our talent pool at all levels of the academy so that Alberta can compete in a rapidly changing global economy for people, ideas, investment and markets.

**TALENT ATTRACTION, DEVELOPMENT AND RETENTION**

**Registration 2015**
Advancing course regulation for continuing students from June to March makes it easier for students to access supports while on campus, faculties to provide guidance and students to register for courses they need.

**Thrive Priority Support Network**
Helping students facing academic challenges get the support they need through an early alert program that connects students with timely support.

**MyGradSkills 2015**
Helping graduate students with everything from improving writing, to networking skills, to negotiating dream jobs, and preparing for interviews.

**Doctoral Recruitment Scholarship 2013-2015**
Enhancing graduate student funding, including Eyes High International Doctoral Scholarships, Eyes High Doctoral Recruitment Scholarships, and increasing PhD enrolment by providing $0.5 million annually to support outstanding international students (2012) and $1.5 million to recruit new doctoral students in areas of strategic research strength (2014).

**Strategic Enrolment Management**
Moving to a sustainable growth model — one that maintains enrolment at the current level unless new resources become available for expansion through government-funded initiatives, growth in international and cost-recovery programming, or through technology-related pedagogical enhancements that allow us to increase student numbers.

**Academic Renewal Program 2015**
Investing in our future to accelerate the hiring of 100 new professors across the academy.

**Rising Stars Recruitment Program 2013**
Attracting 50 new assistant professors and 80+ postdoctoral scholars to build on the university’s success as a teaching and research powerhouse.

**NEW HIRES**

**Eyes High International Doctoral Scholarships**
Enhancing graduate student funding, including Eyes High International Doctoral Scholarships, helping graduate students with everything from improving writing, to networking skills, to negotiating dream jobs, and preparing for interviews.

**Eyes High Doctoral Recruitment Scholarships**
Increasing PhD enrolment by providing $0.5 million annually to support outstanding international students (2012) and $1.5 million to recruit new doctoral students in areas of strategic research strength (2014).

**Increasing PhD enrolment**
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**Thrive Priority Support Network**
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Indigenous Strategy 2017-present
Creating a fundamental strategy that will guide and shape the university’s future with respect to indigenization, cultural competence and an engaged teaching and learning environment.

UCalgaryStrong 2015-present
Integrating elements of student wellness, leadership and engagement, this initiative welcomes students into the community, reduces loneliness and isolation, and fosters resiliency.

Campus Mental Health Strategy 2016-present
Emphasizing collaboration, support, and services for work-life balance, and reducing stigma around mental illness.

CAMPUS ENRICHMENT

Education Tower Redevelopment 2016-18
Transforming education through a $34 million investment in the latest technology and development of newly designed learning spaces for students.

Science A — Phase 1 Redevelopment 2012
Inverting $12 million to upgrade the base building and enhance instructional spaces.

Wayfinding 2012
Integrating an approach to campus navigation with a $2.5 million investment that creates a sense of place through a system of colors, patterns, language and numbering, resulting in a comprehensive master plan that reflects the needs of our community.

Classroom Upgrades 2015-present
Improving the quality of the learning environment through a $30.4 million investment in classrooms, labs, and the spaces that support them.

New Residences 2015
Expanding on-campus housing through a $87.5 million investment in facilities that enhance the residence experience.

Strategic Investment Fund 2015
Funding key infrastructure projects totaling $160 million with support from the federal Strategic Investment Fund.

Engineering Expansion 2017
Transforming engineering education and research through a $164.8 million expansion and renovation to the Canadian Natural Resources Limited Engineering Complex.

University of Calgary

Report on the Academic Plan 2012-17

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Enabling our students to integrate research and experiential learning into their ways of knowing and learning about the world around them.

**Teaching and Research Integration**

- **Teaching Academy (2013-present)**
  Operating as a working group of on-the-ground professionals interested in supporting the development of individual and collective teaching practices on campus.

- **Supervisory Development (2013-present)**
  Providing mentorship for faculty members in their role as supervisors and mentors of graduate students.

- **Undergraduate Research Awards (2013-present)**
  Making it possible for a steadily increasing number of undergraduate students to learn how research projects are developed and conducted, and how results can contribute to new knowledge (e.g., Program in Undergraduate Research Experience).

**Taylor Institute (2015-16)**
Providing students with experience-based learning opportunities, helping teachers become better teachers, and conducting ongoing research into teaching and learning in a **$40 million** facility.
Curriculum Review 2014-present
Requiring a regular cycle of critical examination of each undergraduate and course-based master’s program to generate an action plan for making programs current, meaningful and relevant for today’s students.

Teaching and Learning Grants Program 2014-present
Providing $750,000 annually in funding and proposal development expertise to integrate research evidence in teaching practice, to generate new knowledge about teaching and learning at the University of Calgary, and to share the results to enhance teaching and learning.

College of Discovery, Creativity, and Innovation 2017-present
Engaging students in discovery, creativity, and innovation across disciplines through undergraduate research and authentic student inquiry.

Teaching Scholars Program 2014-present
Supporting faculty to enhance their educational leadership, strengthen their teaching practice, and improve student learning.

Teaching Awards 2014-present
Recognizing excellence in diverse learning contexts, University of Calgary Teaching Awards honour the commitment and expertise of individuals or teams who create deep and lasting learning experiences.
INTER-DISCIPLINARITY

Creating a scholarly environment where students, faculty and staff can advance their disciplinary expertise, and experience the rewards of collaborating across fields to either solve important problems or create new artistic expressions.

Interdisciplinary Programs 2015-present
Programming that brings together expertise from a variety of disciplines around a particular topic to expose students to disciplinary and interdisciplinary research and equip them with the skills needed for applied problem solving (e.g., embedded certificate in Sustainability Studies, a minor in Security Studies, and a minor in Bioinformatics).

makeCalgary 2016-present
Bringing together faculty researchers, graduate students, industry, and the community under a community-based research platform to help design a bright future for Calgary.

Urban Alliance 2015-present
Partnering with the City to coordinate the transfer of cutting-edge research for the benefit of our communities in areas as diverse as flood mitigation, homeless-youth policies and quantum-secured communication.

Strategic Research Themes 2015-present
Pursuing six interdisciplinary research themes where we are leaders, where we are an essential hub in provincial, national, or global research networks, where we have built strong industrial or community partnerships, and where our research benefits from collaborative engagement with our research platforms.
LEADERSHIP

Inspiring a culture of leadership at the University of Calgary where each individual can live up to their potential to influence actions, strive for excellence, and support the growth of others.

Hunter Centre for Entrepreneurship and Innovation 2015-present
Developing unique curricular offerings as well as student engagement programs for aspiring entrepreneurs.

Graduate College 2015-present
Creating a multidisciplinary community of graduate scholars who connect, enrich, and energize the communities that we serve, both within the university and beyond.

Academic Leadership Academy 2015-present
Offering opportunities for academic staff to advance their leadership expertise, which is an essential ingredient in unleashing the potential in people.

Emerging Leaders Program 2015-present
Exploring the leadership potential of first-year students through mentoring and developmental opportunities that take learning outside of the classroom.

Staff Training and Development 2015-present
Developing and supporting leaders through a suite of leadership programs to attract the best talent, inspire excellence, and engage our community.

Alumni Strategy 2015-present
Engaging alumni to enhance the reputation of the university, contribute to the lives of alumni, and reinforce the connection between the university and the community.

Scholars Academy Program 2015-present
Enhancing the academic and professional development of outstanding undergraduate students through a first-of-its-kind program in Canada.

LEADERSHIP
INTER-NATIONALIZATION

Graduating students who have a global orientation, who are competitive in a global marketplace, and who can adapt to diverse cultural, economic, and political environments.

International Strategy (2017-present)
Diversifying our campus communities; improving global and cross-cultural competencies within our campus communities; enhancing opportunities for international collaborations and partnerships in research and education; and leveraging our unique areas of expertise to engage in international development.

International Awards (2017-present)
Igniting international activity through a package of scholarships, funding and grants that encourage international study, research, and training for students, faculty, and staff to increase the diversity and cross-cultural competencies of campus communities and advance educational and research partnerships.

International Student Services (2019-present)
Meeting the needs of international students through a range of services from immigration consulting to counseling services to mentoring and the provision of dedicated academic development specialists.

Global Research Initiative (GRI) (2016-present)
Driving innovative research with partners around the world (China, Mexico and Israel to create a network of global hubs) focused on collaborative research, education and training to improve the understanding of energy resources, increase recovery, minimize environmental impact, and offer expertise in talent development and industry governance.

Global Health and International Partnerships (2018-present)
Making a difference in the lives of mothers and newborns in sub-Saharan Africa thanks in part to a $10 million grant from the federal government.

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International Undergraduate Student Recruitment Model  2010-present
Growing the number of international students on campus through a multimodal approach where students come to the university through direct international recruitment, new partnership programs, and a revamped International Foundation Program.

International Enrolment Target  2010-present
Progressing toward our 10 percent undergraduate enrolment target (currently 7.4 percent) to increase the international diversity of the student body to create a more diverse culture on our campuses.

Articulation Agreements  2010-present
Signing agreements with China, Japan, South Korea, India, Mexico and Malaysia to enable students to add an international component to their degrees.

Cross-Cultural Competencies  2010-present
Refers to the knowledge and comprehension, skills, and values that inform behaviours enabling our students, faculty and staff to adapt and interact effectively in cross-cultural environments.
CONNECTION WITH COMMUNITY

Serving our community and reflecting its values through the expertise of our students, faculty, staff and alumni.

Congress
Welcoming 8,000 researchers to Congress of the Humanities and Social Sciences featuring research presentations, events and the annual conferences of 73 academic associations.

Long Range Development Plan 2016-present
Describing university land use and campus development for the next 30-40 years, including a landscape master plan that makes the campus more welcoming, the result of a year of community consultation.

Cultural Days Celebrations 2010-present
Showcasing events that promote the many flourishing relationships the University of Calgary has with partner countries (Mexico, China, Germany) through speaker forums, presentations, food, music, films and art.

50th Anniversary 2016
Thanking the generations of Calgarians who contributed to the university’s tremendous growth and success in a celebration that kicked off a year of events.

West Campus Development Trust 2016-present
Building a landmark community — University District — that will be sustainable and vibrant with homes, businesses, amenities and open space to enhance the university experience while harmonizing with surrounding communities.

Southern Alberta Floods 2013
Meeting the challenge with tremendous hard work from thousands of people who rallied to the support of our fellow Albertans.

Fort McMurray Fire 2016
Welcoming over 1400 evacuees on campus with temporary housing, food, care programs for pets, and arranging access to the fitness centre, pool and library.

COMMUNITY RESPONSE
SUSTAINABILITY


STARS

Receiving a gold rating in 2013 and again in 2017, ranking the University of Calgary among the top 5 in Canada and the top 15 in North America for sustainability performance (as of April 12, 2017).

LEED Certification

Achieving nine LEED certifications for a total of 11 projects, confirming that university facilities are some of the greenest buildings in North America.

Certification in Sustainability Studies

Launching an embedded certificate for education in sustainability.

Sustainability Courses

Offering 350+ sustainability related courses across more than 45 disciplines.

Institutional Sustainability Strategy

Committing to excellence and leadership in the advancement and pursuit of sustainability in education, research, campus operation and community engagement.

Designated Fair Trade Campus

Meeting international fair trade standards and offering the campus community a powerful way to reduce poverty and change lives through everyday choices.

Sustainability Volunteerism

Supporting the diverse needs of our local and global community through 1.6 million hours of student community service.

Certificate in Sustainability Studies

Launching an embedded certificate for education in sustainability.

Sustainability Research

Conducting sustainability-related research in 80 percent of departments that do research involving 34 percent of all researchers at the University of Calgary.

Sustainability Courses

Offering 350+ sustainability related courses across more than 45 disciplines.

2012-present

2013-present

2016-present

2015-present

2013 and 2017

2013 and 2017

2013-present

2016-present

2016
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SUSTAINABILITY

TEACHING AND RESEARCH INTEGRATION

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ACADEMIC PRIORITIES

ucalgary.ca/provost/activities/academicplan