



UNIVERSITY OF
CALGARY

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.

TALENT ATTRACTION, DEVELOPMENT AND RETENTION

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.



ATTRACTING AND RETAINING TALENTED STUDENTS

Registration 2015 2015-present

Advancing course registration 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 2016-present

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

MyGradSkills 2013-present

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

Doctoral Recruitment Scholarship 2015-present

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 2012-present

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.

NEW HIRES

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.



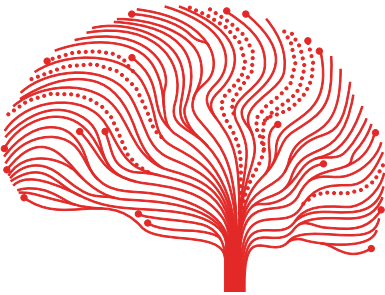
STRATEGIC INITIATIVES

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 2014-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.



Engineering Expansion 2017

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

CAMPUS ENRICHMENT



Strategic Investment Fund 2017

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

Education Tower Redevelopment 2012-16

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

Investing **\$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 colours, patterns, language and numbering, resulting in a comprehensive master plan that reflects the needs of our community.

Classroom Upgrades 2012-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 an **\$87.5 million** investment in facilities that enhance the residence experience.





Taylor Institute 2013-16

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.

TEACHING AND RESEARCH INTEGRATION

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

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 2012-present

Providing mentorship for faculty members in their role as supervisors and mentors of graduate students.

Undergraduate Research Awards 2012-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*).



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 2015-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.

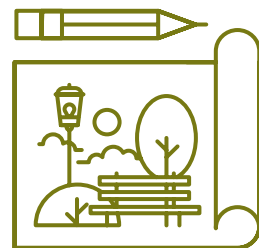


INTER-DISCIPLINARITY

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 2016-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 2015-present

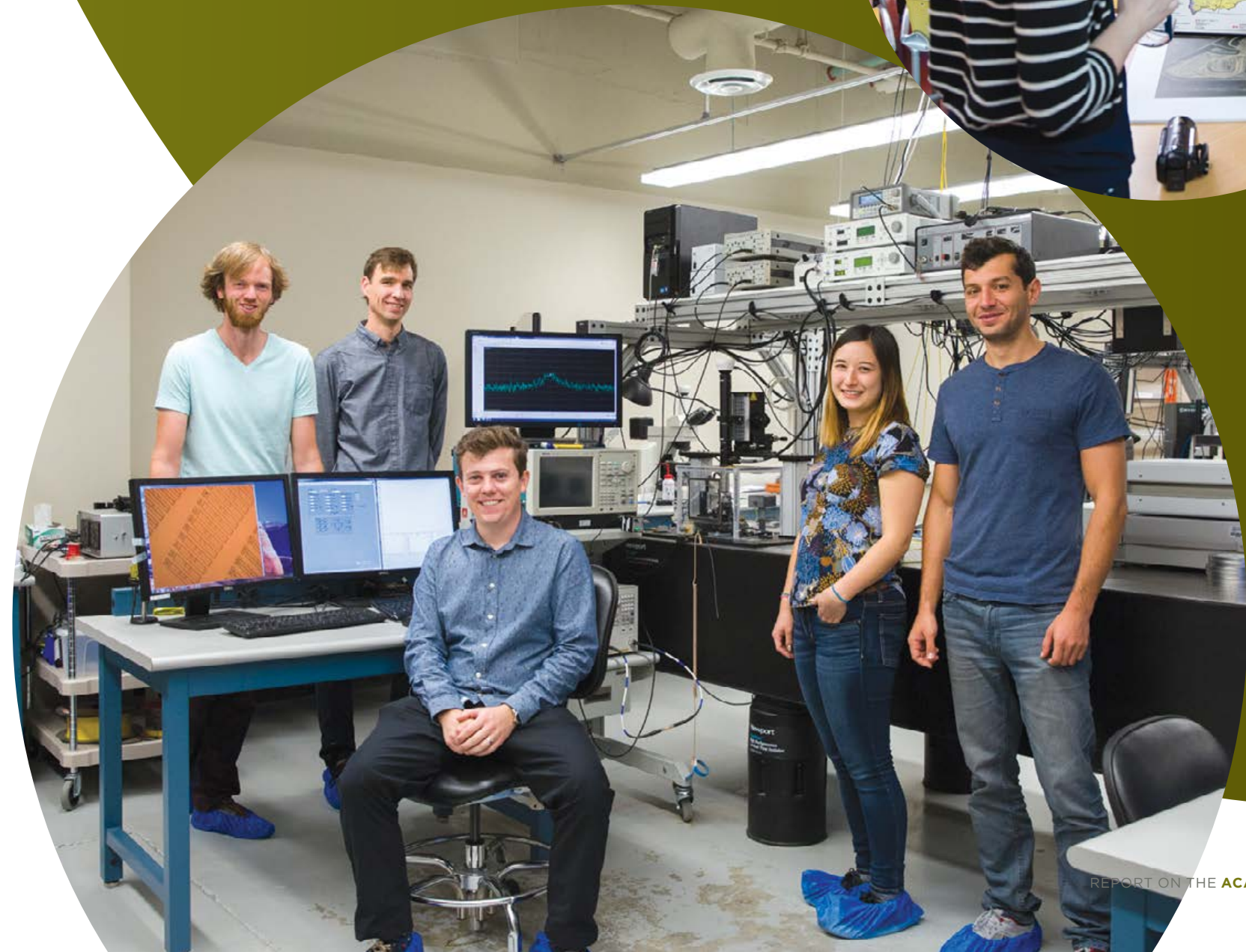
Bringing together faculty researchers, graduate students, industry, and the community under a community-based research platform to help design a bright future for Calgary.

Strategic Research Themes 2013-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.

Urban Alliance 2013-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.



Hunter Centre for Entrepreneurship and Innovation 2013-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.

Staff Training and Development 2013-present

Developing and supporting leaders through a suite of leadership programs to attract the best talent, inspire excellence, and engage our community.

Emerging Leaders Program 2011-present

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

Alumni Strategy 2013-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.

Academic Leadership Academy 2012-present

Offering opportunities for academic staff to advance their leadership expertise, which is an essential ingredient in unleashing the potential in people.



Scholars Academy Program 2011-present

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



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.



International Strategy 2013-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 2015-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 2016-present

Meeting the needs of international students through a range of services from immigration consulting to counselling services to mentoring and the provision of dedicated academic development specialists.

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.



Global Research Initiative (GRI) 2014-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 2015-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.



International Undergraduate Student Recruitment Model 2013-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 2013-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 2014-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 2015-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.



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 2015-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.

Congress 2016

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

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 2012-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.



COMMUNITY RESPONSE

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.

SUSTAINABILITY

Enriching learning. Growing leaders. Accelerating change.



Institutional Sustainability Strategy 2016-present

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



Designated Fair Trade Campus 2015-present

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

Sustainability Research 2016-present

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

Sustainability Volunteerism 2016

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



STARS 2013 and 2017

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).

Certificate in Sustainability Studies 2017-present

Launching an **embedded certificate** for education in sustainability.

Sustainability Courses 2013-present

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



LEED Certification 2012-present

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



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