

International Strategy Impact Report



2013-2020

This report highlights the significant progress made related to the identified goals and targets in the International Strategy.

Igniting Excellence in Internationalization

“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 engaged in the communities we serve and lead.”

— *Eyes High Strategic Vision 2017-22*

Internationalization was one of seven academic priorities in the University of Calgary’s 2012 Academic Plan and continues to play an essential role as part of the “Connecting Communities” priority area of the Academic Plan for 2018-2023.

Internationalization is also a key strategic priority for UCalgary and is reflected in our commitment to serve the needs of our community. Calgary is a global energy and corporate business centre and the fifth most livable city in the world. The city has the second highest concentration of head offices in Canada, and this demands graduates who have the skills needed to thrive in today’s global workforce.

UCalgary Stats



University Rankings

Maclean's **9th overall**

In *Maclean's* 2020 university rankings, UCalgary ranked 9th overall in the Medical/Doctoral category.

QS World University Rankings **9th in Canada**

In June 2020, UCalgary placed 9th in Canada, and 246th in the world.

Times Higher Education **200th in international category**

UCalgary ranked 200th in the international category, and 8th nationally in the *Times Higher Education* 2020 rankings.

Times Higher Education Golden Age **No. 1 in Canada**

In June 2020, UCalgary was ranked No. 1 in Canada and 25th in the world by the *Times Higher Education* Golden Age ranking.

Times Higher Education Impact Rankings **Ranked 29th**

In *Times Higher Education's* 2020 Impact Rankings, UCalgary ranked 29th, with its best scores in the following Sustainable Development Goals: Industry, Innovation and Infrastructure; Sustainable Cities and Communities; Peace, Justice and Strong Institutions; and Partnerships for the Goals.

U.S. News and World Report **174th globally**

UCalgary was ranked 174th place globally (7th in Canada) for 2020 by *U.S. News and World Report*.

Calgary Stats

Economic Intelligence Unit

- Most liveable city in North America.

Calgary Economic Development

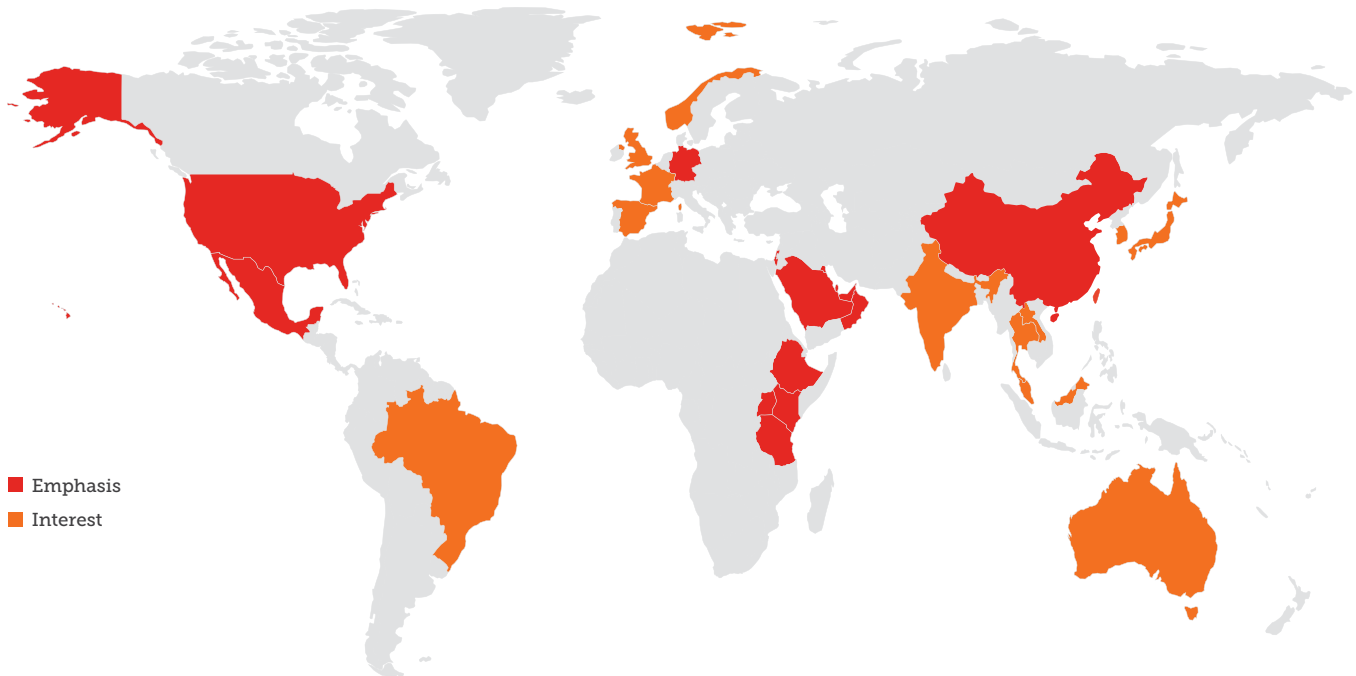
- 4th largest city in Canada.
- 3rd most diverse city in Canada.
- 3rd in educational attainment in Canada.

“In 2013, UCalgary launched its International Strategy with the goal of becoming a global intellectual hub. Developed and led by our former Provost and Vice President (Academic) Dr. Dru Marshall, it was the first strategic plan for internationalization in the university’s history. We have come a long way since then, becoming an award-winning university for excellence and innovation in internationalization. This document highlights the significant progress made on the identified goals and targets of the International Strategy. The results in this report have informed UCalgary’s Global Engagement Plan 2020-2025, which charts the path forward.”

— Janaka Ruwanpura, Vice-Provost and Associate Vice-President Research (International)



UCalgary's Countries/Regions of Interest and Emphasis



Ongoing international projects and relationships maintained by UCalgary represented a significant investment of time and resources. A country/region framework was an important part of the International Strategy recognizing we had finite resources available. UCalgary's countries of emphasis represented those areas where a solid base of ongoing activity and strong relationships connected most strongly with the Academic and Research plans. A regional council was created for each country/region of emphasis – led by senior executive leadership team members and comprised of members of the academy, industry partners, students, alumni and significant Calgary community leaders who had strong connections to the specific country/region, and supported the development of deeper and more integrated linkages. The university identified additional countries of interest where existing relationships or partnerships were less established, but where compelling opportunities existed to further the goals of the Academic and Research plans.

Countries/Regions of Emphasis

China (includes Hong Kong, Macao and Taiwan)
 East Africa (Ethiopia, Kenya, Tanzania, Uganda)
 Germany
 Mexico
 Middle East (Bahrain, Israel, Kuwait, Oman, Qatar, Saudi Arabia, United Arab Emirates)
 United States

Countries/Regions of Interest

Australia
 Brazil
 France
 India
 Japan
 Malaysia
 Norway
 Singapore
 South Korea
 Spain
 Thailand
 United Kingdom
 Vietnam

Goal 1

Increase diversity of our
campus communities

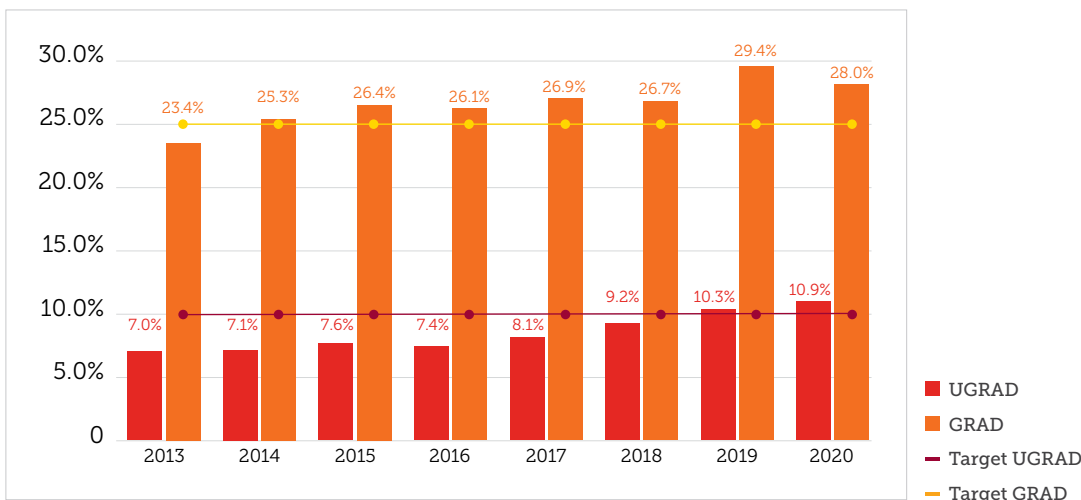


Increasing the international diversity of the student body benefits all UCalgary students and faculty by creating a more diverse culture on our campuses. Such exposure to diversity in our classrooms, laboratories and residences is essential for our graduates who are entering a global marketplace. Within the timeframe of the International Strategy (2013-2020), we aimed to count **10%** of our undergraduate population and **25%** of our graduate population as international students.

Achieving our targets

We exceeded the graduate target within the first year of reporting and reached the undergraduate target by the end of 2019. The year 2020 saw the highest percentage of international student enrolment for undergraduates (10.9%), while the highest percentage for international graduate students occurred in 2019 (29.4%)³.

Percentage of Student Population that is International



We aimed to count
10%
of our undergraduate population
as international students

We aimed to count
25%
of our graduate population as
international students

³ Based on weighted headcount of students. Weighted headcount is determined based on the number of programs students are enrolled in at the university.

From 2013-2020:

The Top 3 countries of origin for international students were:



Other top countries of origin for international students included:



Students from
160+ countries
studied at UCalgary

In 2020
17.8%
of our faculty hires
were international

In 2020
48.7%
of our faculty members were
internationally trained
(hold international degree
from outside of Canada)

More than
11,700 UCalgary-contactable⁴ alumni
residing in **152 countries** outside Canada

- The UCalgary Alumni Association has three recognized international Affinity Communities:
 - UCalgary Alumni Association of Hong Kong
 - UCalgary San Francisco Alumni Chapter
 - UCalgary Cultural Heritage in Mexico Study Abroad Alumni

⁴ Contactable alumni are graduates for whom we were able to obtain contact information.



Former President Elizabeth Cannon, second from left, with Janaka Ruwanpura, left, and donors Cindy and Joseph Leung.

Major donation creates awards promoting cross-cultural connections with China

In 2018, a philanthropic gift from Joseph (Joe) and Cindy Leung was made to help the University of Calgary attract students from China, including Hong Kong and Macao, and fueled opportunities for current students to study and acquire international learning experiences.

The **\$600,000** gift established UCalgary's most prestigious entrance award for international students from China. Received through *Energize: The Campaign for Eyes High*, it provided **\$20,000** per year — renewable for four years — to a student in financial need graduating from a high school in China. A second award of up to **\$20,000** was made available to students embarking on one of the university's many study abroad programs in China, including Hong Kong and Macao.

Joe Leung has robust, long-standing connections to the University of Calgary. As president and CEO of Marquis Communities Development Inc. and president of Environcon Systems (Western Ltd.), Leung shares his leadership and knowledge in a wide range of roles on campus and in the community. He was a member of the university's senate from 1999 to 2005, a member of the Engineering Associates Program at the Schulich School of Engineering, and he served on the strategic board for the Faculty of Environmental Design.

International Collaborative Degree Programs (Articulation)

International collaborative degree programs allow students to earn two degrees, one from their home university and one from UCalgary. Students complete their first two or three undergraduate years at their home university and then finish with two years at UCalgary. Participants in the 2+2 program receive two bachelor's degrees, while 3+2 participants receive a bachelor's degree from their university and a master's degree from UCalgary.

Since 2015, UCalgary has had more than
140 articulation students

Cotutelle Programs

The University of Calgary also provided opportunities for excellent doctoral students to undertake their studies in collaboration with other universities nationally and internationally through the Doctoral Cotutelle Program. A cotutelle is a PhD degree designed, supervised and examined by faculty from two universities, with the doctorate awarded by both universities.

Since the program began, **31 students** from
20 partner institutions
have participated in the program.

These students came from
7 countries: Australia, China, France,
Germany, Iran, Tanzania and the United States.



Post-Secondary Institutions, All India Council for Technical Education and Shastri Indo-Canadian Institute meeting during a 2019 mission to India.



President (then Vice-President Research) Ed McCauley and Rector Gunnar Bovim, Norwegian University of Science and Technology, signing an agreement in 2015.

Highlights from International Student Services (ISS)

- International students frequently have such a positive experience on campus and in Calgary that they give back to the community by volunteering at local organizations and on campus.
- The growth of international students on campus has encouraged Canadian students to participate in various programs to gain intercultural competency and awareness. These include study abroad opportunities, international and intercultural student clubs, and mentorship programs.
- The ISS social programs have continued to expand and provide more international students with opportunities to experience Canadian culture and develop meaningful relationships with international and domestic student peers. During a pandemic year, ISS expanded their social offerings to include innovative ways to cultivate relationships between students studying from afar, like virtual game nights, the International Student Stories series, collaborations with student clubs and more.
- ISS successfully launched a new language exchange program called **USpeak Global** that saw significant success in its first year (2017-2018) with **177 applications** matched to **98 students**.
- In 2017, the iGraduate International Student Barometer Survey showed a **93.9% satisfaction rate** with international students who accessed services offered by ISS during their time at UCalgary — well above the national and international standard for student satisfaction.
- The addition of new advisors greatly increased ISS's capacity to offer exceptional advising supports for international students. For example, the immigration advising team was able to respond to an estimated **14,000 queries** in 2020.
- In 2020, ISS adapted their international student orientation to an online delivery method to ensure that students studying from their home countries were included. In addition to live remote sessions, an all-new self-serve orientation webpage was created as a flexible alternative to those in different time zones.

“I was born and raised in Porto Alegre, Brazil, and I’m enrolled in the Sociology master’s program at the University of Calgary.

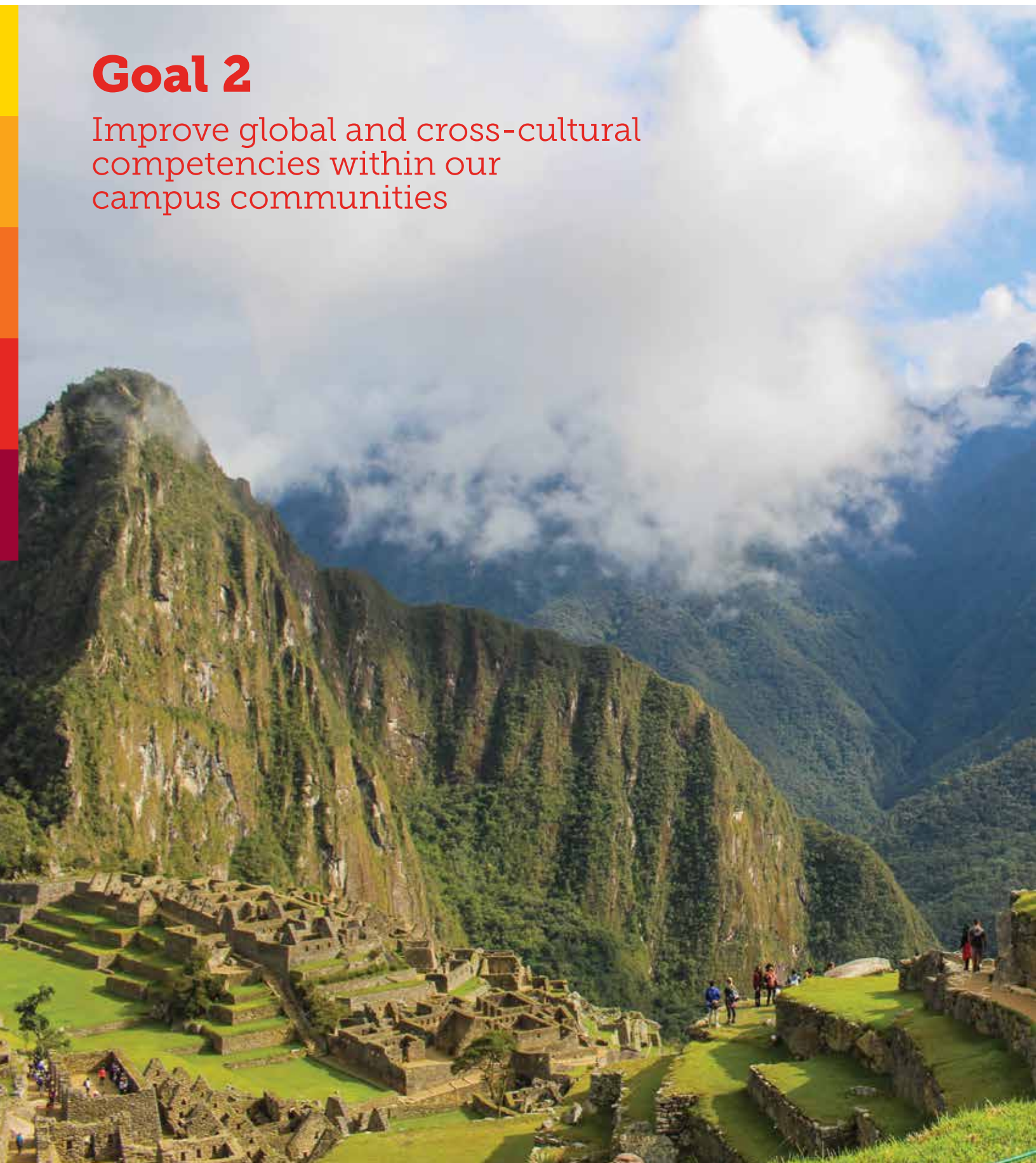
My experience at the University of Calgary has been one-of-a-kind. It’s not always hot and sunny, but I never regret moving here and choosing to study sociology. I’m extremely thankful for the opportunities I found on campus because they truly changed me. Before moving from Brazil, my worldview seemed wide, but it was in fact limited.

Now I understand so much more about the world, but I know there’s so much more to be learned. I chose UCalgary because it checked all the boxes: amazing research focus, while still valuing community with endless opportunity for student involvement on and off campus.”

— Isabel Fandino, BA’18

Goal 2

Improve global and cross-cultural competencies within our campus communities





"Berlin 1924 vs. 2017" by Dina Moussa, International Photo Contest.

A university that is a global intellectual hub produces graduates with strong cross-cultural competencies who are competitive in the global marketplace; employs faculty members and staff who value and understand diversity; and fosters a culture that is international in flavour and outward-looking in orientation. International learning experiences (ILE) provide high-impact experiential opportunities for students to gain new academic perspectives, expand personal and professional networks, and develop many of the essential soft skills that employers look for. Our initial goal was for **50% of UCalgary students** to have an international learning experience before they graduated; in 2018, this goal was adjusted to **30%**.

International Learning Experiences for Undergraduates

By the numbers

From 2013-2020:

7,896 undergraduate students
participated in international learning experiences (ILE) in
more than 90 countries

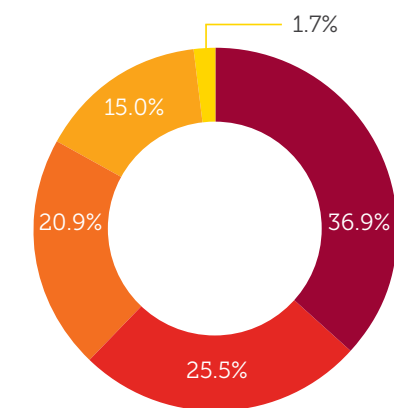
The Top 5 ILE destinations were:

1. United States
2. Mexico
3. Germany
4. Japan
5. United Kingdom



Bahamas Geology Group Study Program.

Percentage of Undergraduate Students per ILE type



- Group Study Program
- Exchange
- Co-curricular
- Work Experience
- Research

46.4% growth
in ILE participation
(871 in 2013-2014 to 1275 in 2019-2020)

Group Study Program
was the most popular ILE type

“Studying abroad changed my life. Through each of these programs, I became more adventurous, more comfortable putting myself out there, and increasingly able to handle adversity and change in my life. Early in my undergraduate degree, I was pursuing areas of study that were incompatible with my strengths and interests. I can still remember the moment while on exchange at the University of Seoul when I decided to change my degree to international relations. For the first time, I was engaged with the course material and participated in class instead of hiding in the back! I changed my major that same day, and I have never regretted the decision since.

My international learning experiences set me up for professional success, as well. They set me apart in both my grad school and job applications and have given me a lot of potential for growth in my career. I would never have ended up working with leading multilateral institutions and in a job that allows me to travel the world supporting world leaders without the intercultural competencies, communication, teamwork, adaptability and leadership skills developed through participating in these programs. It has also helped me establish a vast network of colleagues and friends around the world. It was easily among the best experiences of my University of Calgary degree.”



Rahul Pallan, BA'16

Major: international relations

Minor: East Asian studies

International Learning Programs: three exchanges to the University of Seoul; one internship at the Organisation for Economic Co-operation and Development (OECD) through The Washington Center

Experiencing Japanese Business

Each year, close to **500 UCalgary students** participate in faculty-led Group Study Programs around the world. One of the most popular programs, Experiencing Japanese Business, provides the opportunity for **25 undergraduate students** from the Haskayne School of Business to travel to Japan for three weeks. Visiting Tokyo, Nara, Osaka, Kobe and Kyoto, students learn about the intricacies of Japanese business while

also experiencing the culture of the country. During the program, students visit and receive presentations from Japanese companies, meet with students from Waseda University, and visit the Canadian Embassy for insight into Canada-Japan relations. Not only does this help to further students' knowledge of doing business in the area, it allows them to see another side of Japan not often seen by tourists.



Japan Group Study Program.

Ignite Internationalization Initiative

New funding and expanded opportunities announced in 2015 encouraged international study, research and training for students, faculty and administrative staff. The Ignite Internationalization package of scholarships, funding and grants demonstrated the university's commitment to its International Strategy:

- **The Eyes High 50th Anniversary International Exchange Awards** are open to undergraduate students participating in an exchange program at one of 48 designated partner universities. A total funding of \$425,000 was allocated.
- **The Development Grant for New Group Study Programs** was open to faculty members to develop a proposal for a University of Calgary International-administered Group Study program. Annual funding of \$25,000 was made available.
- **The International Collaborative Grant for New Researchers** was available for developing proposals with an international component. Annual funding of \$75,000 was made available.
- **The Staff Development Grant for International and Cross-Cultural Competencies** was open to administrative staff to develop international and cross-cultural competencies. Annual funding of \$25,000 was made available.
- **The International Study Travel Grant/Studentship Competition** was open to undergraduate and master's students earning credit on a university study abroad program. This existing grant was increased to \$500,000 annually.

\$425,000

total funding allocated through
the *Eyes High* Exchange Awards

\$75,000

annual funding
for new researchers



Greece Group Study Program.

International Learning Experience Funding

By the numbers

From 2013-2020:

Funding is often cited as a barrier to student participation in international learning experiences and significant effort was made to provide financial support to students through increasing existing awards, establishing new awards and capitalizing on available external funding. Over the course of the International Strategy, UCalgary students received **4,760 grants and awards** worth more than **\$6.7 million** from various internal and external sources, with more than **56%** of funding coming through University of Calgary International (UCI).

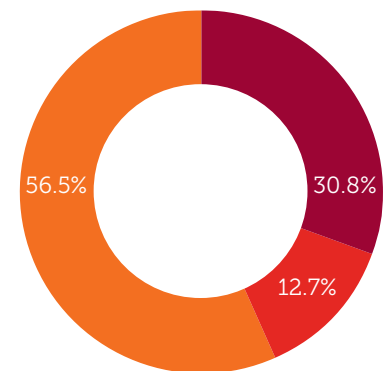
Top 3 highest number of awards:

- International Study Travel Grant/Studentship Award
- Campus Alberta Grant for International Learning
- *Eyes High* International Exchange Awards

Top 3 awards with highest funding amount awarded:

- International Study Travel Grant/Studentship Award
- *Eyes High* International Exchange Awards
- The Washington Center Alberta Award

Percentage of funds per funding type (2013-2020)



■ External: \$2.1 million (30.8%)
■ Internal UCalgary: \$860,430 (12.7%)
■ Internal UCI: \$3.8 million (56.5%)



Country Days

Country Days are designed to reinforce UCalgary strategic directions concerning academic and research collaboration, while engaging a broad range of university stakeholders and community partners in the activities. They also allow UCalgary to showcase its expertise and build relationships with diaspora, consulates and international partners, and serve to increase cultural awareness on campus.

Since 2013, University of Calgary International (UCI) has hosted **14 country days** for our community.



China



April 5, 2019

This event was held at the Calgary Zoo and included a private viewing of the pandas, a Chinese heritage clothing show, a research panel highlighting the work of our Veterinary Medicine faculty and students, and a lecture on panda symbolism.

Feb. 28, 2018

The event featured a screening of the film, *Hajab's Gift*; a lecture from its director, Liming Chen; a photo exhibit; and a keynote speech and panel discussion.

Jan. 23, 2017

The event included various Chinese performances and demonstrations, a workshop by Dr. Allan Donsky on practising mindfulness, traditional Chinese refreshments and a film screening.

March 3, 2015

The event included an Education, Research and Art showcase, a lecture series, a film festival, a study abroad fair and Tai Chi demonstrations.



Germany



Oct. 9, 2019

Annual Germany Day events mark significant developments in German culture together with the Calgary community. Guest lectures and panel discussions are followed by a German-themed reception popular with the community. The 2019 lecture and discussion featured the 100th anniversary of the Bauhaus movement and its impact on modern art and architecture.

Oct. 4, 2018

50th anniversary of the 1968 Student Protests (lecture and panel).

Oct. 2, 2017

Luther's Legacies: 500 Years of Reformation (lecture and panel).

Oct. 3, 2016

Reinventing the Nation: Germany's post-unification drive towards becoming a country of immigration (lecture, followed by introduction and screening of *We Are Young. We are Strong / Wir Sind Jung. Wir Sind Stark*).

Oct. 6, 2015

Celebrating 25 Years of German Unity (lecture, photo exhibit, string quartet performance, introduction and screening of the film *Westen / West*).



Japan



March 14, 2018

Japan Day included a lecture on Community-Based Disaster and Risk Reduction: Lessons from Kumamoto Earthquake 2016. The keynote address was given by Dr. Yukiko Takeuchi, PhD, of Kumamoto University.



USA



Oct. 15, 2019

Calgarians had the opportunity to hear about the challenges of space exploration directly from Dr. Nicola Fox, PhD, director of NASA's Heliophysics Division at USA Day.



Mexico



Nov. 2, 2016

The event included a keynote address on collective well-being and international collaborations by Dr. Isabel Altamirano-Jiménez, PhD, followed by a panel discussion, photo exhibit, music and reception.

Nov. 23, 2014

“Enriching Our Vision” was the theme of this event that included a small film festival, a photo exhibit, a research showcase and a food-tasting event.

Oct. 26, 2015

The program featured a series of events that celebrated migration, arts, Oaxaca cuisine and folk music.



Intercultural Capacity Framework

To advance work in support of a deeper understanding and responsiveness to diversity, UCI launched the Intercultural Capacity Framework in 2020.

By identifying and describing targeted knowledge, skills and abilities, the framework serves as a tool for use throughout the campus community. The goal is to help faculty, students, administrators and staff build capacity to understand cultural contexts and connections at home and internationally, value diversity, communicate well within and across cultures, conduct research on culture to produce new insights, and innovate through diverse perspectives.

The framework identifies and educates on three core capacity areas:

- Understanding Global Connections and Cultural Differences
- Communicating Across Cultures
- Engaging Respectfully, Learning Cultures, Valuing Diversity

Dr. Darla Deardorff, PhD, executive director of the Association of International Education Administrators (AIEA), launched the framework by facilitating a virtual, interactive session on UNESCO's Story Circles.

Goal 3

Enhance opportunities for international collaborations and partnerships in research and education



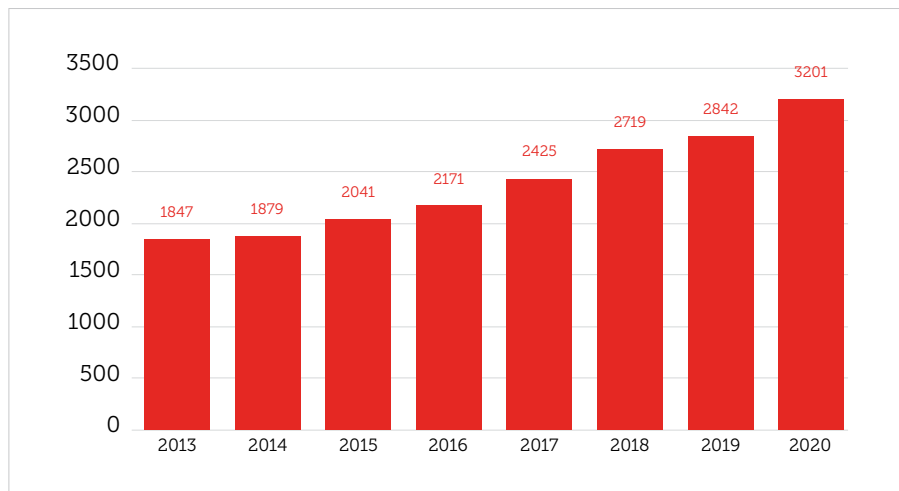
Our collaborations connect researchers in our priority research areas to top researchers in those areas around the world. Our researchers in these areas should be engaged with issues of global relevance and, whenever possible, our collaborations should help integrate our research and educational enterprises to increase our international presence and impact.

Research Output

From 2013-2020⁵:

- UCalgary produced **44,890** total publications.
- UCalgary produced **21,770** joint publications with international co-authors in **181** countries.
- Average number of international joint publications per year: **2,721**.
- Annual number of international joint publications grew **70.1%** from 2013 to 2020.
- **19,125** of international joint publications involving institutions from countries and regions of emphasis and interest.

Research output: count of international joint publications per year (Countries/regions of interest and emphasis)



Research Revenue

- From fiscal years 2013-2020, we received more than **\$138.9 million** in research revenue from **more than 700** unique international sponsoring agencies situated in **31** countries⁶.
- Of total sponsored research funding received by UCalgary, approximately **4.5%** came from international sponsors⁷.
- The top 5 countries that we received sponsorships from are **United States, France, Mexico, Qatar and United Kingdom**⁸.

Other Research Information

- **188** UCalgary-related patents issued from **28 countries** since January 2013⁹.
- The International Strategy leverages and enhances the web of collaborations among our researchers to increase our international presence and impact. It must also help shape our networks of collaboration to reinforce the priorities of the Academic and Research plans.

⁵ Scopus database. ⁶ Cognos database. ⁷ Cognos database; Canadian Association of University Business Officers. ⁸ Cognos database. ⁹ Innovate Calgary.

International Agreements



Signing of articulation agreement with China University of Petroleum (East China) at the Canadian Embassy in Beijing, China in 2014.

UCI facilitates and manages UCalgary's international agreements for academic collaboration, research and teaching mobility programs, student and/or staff exchange programs, training, internships, international practica, collaborative degree programs, and global-development initiatives. By the end of 2020, we had 463 total number of active academic agreements with 244 partners¹⁰. Research Services also manages a number of research agreements with international partners.

Global Research Initiative (GRI) and Sites

The GRI is a major vehicle to translate lab-based technology innovations into full-scale solutions. With domestic and international partners from industry and academia, the GRI creates a network of global hubs for discovery, creativity and innovation in unconventional energy research.

The University of Calgary secured several major sites as part of the Global Research Initiative. Each site is strategically positioned around the globe in areas that have significant unconventional energy resources and unique regulatory frameworks.

Mexico:

The University of Calgary's partnership with Mexico draws upon the university's world-leading expertise to solve complex challenges in technology, governance and regulation. The university recognizes the support through the Sectoral Fund provided by CONACYT-Secretaría de Energía – Hidrocarburos through the creation and incorporation of four Knowledge Networks (**\$44 million**). This partnership tackles the specific challenges facing Mexico's hydrocarbon sector: scientific and technological research in the area of energy, development and deployment of technologies, training and capacity development in energy policy, regulation, business units and governance. Research projects such as these stand to advance both countries' efforts in reducing greenhouse gas emissions and increasing energy security.

Israel:

The University of Calgary secured a partnership with Technion, the Israel Institute for Technology, by leveraging its world-class capacity in chemistry and chemical engineering. Together, collaboration in Material Science, Imaging and Catalysis is already underway and the two institutions are working together on innovation and discovery. UCalgary and Technion will continue to facilitate technical workshops and interactions among researchers, exchange samples and data, create opportunities for co-supervision of graduate students and postdoctoral fellows, as well as establish a visiting program for our scholars to work together on joint projects.

¹⁰ MoveON database.

China:

Through the Global Research Initiative in Sustainable Low Carbon Unconventional Resources, the University of Calgary took a leadership role in driving innovative research in unconventional oil and gas in China. Focused on collaborative research, education and training, the Beijing Research Site leveraged UCalgary's world-class expertise in unconventional hydrocarbon resources and technologies such as shale and tight gas and oil, coal-bed methane, heavy oil, oil-sands bitumen, and gas hydrates.

Located in the Kerui Group's offices in Beijing, the Beijing Research Site housed state-of-the-art equipment and more than 4,000 square metres of laboratories for research related to unconventional hydrocarbon resources (\$11.5 million). This collaboration has led to many joint publications and growing research partnerships with Chinese companies, universities and institutions.



Top: The visit of Energy Leaders led by Federal Secretary and Minister of Energy in Mexico, Pedro Joaquin Goldwell to UCalgary in 2015.
Bottom left: Former President Elizabeth Cannon, President Ed McCauley and Dr. John Chen with Executives from Kerui Group to announce the Global Research Site in Beijing, 2014.
Bottom right: Beijing Global Research Initiative international site.

University of Calgary announces partnership with Mitacs: Collaboration agreement provides new international research opportunities for students



Former Provost and Vice-President (Academic) Dru Marshall and then Mitacs President Alejandro Adem sign the collaboration agreement in 2019.

Since 2013, domestic and international students have received funding to participate in an international research experience through the Mitacs Globalink Research and Accelerate International Awards. In addition, Mitacs and the Kerui Group partnered through the Mitacs Accelerate project in a **\$1.35-million research partnership** aimed at driving energy innovation in China and around the world.

In 2019, UCalgary and Mitacs signed an exclusive agreement to support international research opportunities for 200 outgoing and 100 incoming students (senior undergraduate and graduate students) and postdoctoral fellows each year for three years for a total commitment of **\$5.4 million**.

From 2013-2020, Mitacs has awarded:

256
Globalink Research Internships worth \$3.07 million

99
Globalink Research Awards worth \$594,000

34
Globalink Graduate Fellowships worth \$300,000

Stephen Schroeder, BSc'19, who majored in geology, was one of the many students who benefited from the Mitacs program. He spent two summers doing paleoclimate research at Heidelberg University in Germany, studying the chemical composition of the oceans to learn more about what the climate was like 24 million years ago, and how Earth's climate might change in the future.

"I would not have been able to pursue this unique research opportunity without Mitacs' support," says Schroeder. "One opportunity led to another that enabled me to pursue further research as an undergrad here at the university, where I'm currently working to publish a paper on my findings." – *UToday, April 30, 2019*

International partnership programs build capacity in Mexican workforce



Students from Mexico participating in the TCPL training program.

In 2017, the University of Calgary, in collaboration with Mexican universities and research institutes, was awarded **\$44 million** in funding by the Mexican Ministry of Energy for four knowledge networks to support joint research projects that will aid energy reforms in Mexico. A total of **50 students** from Mexico were welcomed to the University of Calgary to participate in the TransCanada Mexico Pipeline Engineering (TCPL) training and **228** as part of the Proyecta 10,000 programs.

The TCPL program (2015-2017) was implemented in response to a request by TransCanada to provide pipeline engineering courses to young engineers from Mexico. The students received specialized knowledge in pipeline engineering and this helped create future leaders in Mexico's pipeline sector and will be of great value to the energy industry in the country.

The Proyecta 10,000 program, funded by the Government of Mexico, aimed to support 10,000 Mexican students, teachers and researchers to study in Canada by 2018. The program ran from 2015-2019, and funded students across different subject areas and enabled them to gain English language and cross-cultural skills.

“I know that we have a great responsibility to take what we have learned here, and to offer and develop it with others in my country,” says Ingyrt Pedraza Vázquez. Vázquez is a chemical engineer in Calgary to refine her skills by attending pipeline engineering courses funded by TransCanada. “I realize that opportunities like this don't come very often in our lifetime and therefore I consider myself very fortunate to be part of one.” – **UToday, Oct. 17, 2017**



Students from Mexico participating in the Proyecta 10,000 program.

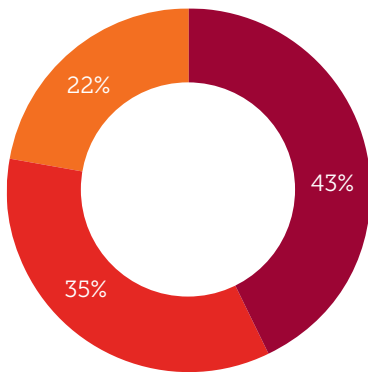
Delegations, Missions and Events

By the numbers

UCI hosts meetings with hundreds of international visitors, university delegations, government officials and dignitaries each year. These meetings look to explore future partnerships, build our networks and increase our international presence and impact. UCI provides extensive support to faculty and staff in developing campus itineraries and organizing meetings, seminars and public presentations, as well as advising on all related cross-cultural matters.

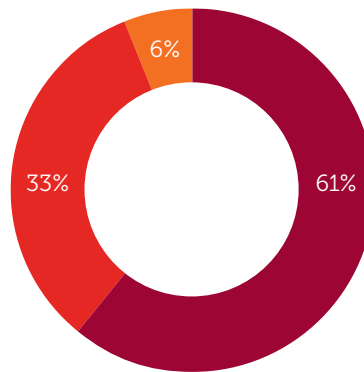
From 2013-2020, UCI organized 556 visiting delegations, 695 mission-related international meetings and 59 events¹¹.

Delegations
(2013-2020)



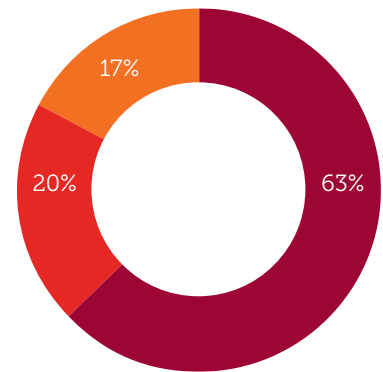
■ Emphasis
■ Interest
■ Other

Mission-related
international meetings
(2013-2020)



■ Emphasis
■ Interest
■ Other

Events organized, co-hosted,
sponsored or facilitated by UCI
(2013-2020)



■ Emphasis
■ Interest
■ Other

556
visiting delegations
organized

695
mission-related
international
meetings

59
events organized

¹¹ The total of delegations, mission-related international meetings and events include physical and virtual meetings with partner institutions, organizations or individuals. Mission-related international meetings are meetings that took place outside of Canada and were organized and/or attended by UCalgary officials.

His Highness the Aga Khan receives UCalgary honorary degree at special ceremony; MOU signed



On Oct. 19, 2018, the University of Calgary gave His Highness the Aga Khan an Honorary Doctor of Laws to recognize his contributions to society.

During His Highness' visit, a Memorandum of Understanding was also signed between Aga Khan University (AKU) and the University of Calgary. The partnership promotes knowledge sharing, education and research collaborations, student internships, and faculty exchanges in diverse areas. Past and present collaborations have included initiatives and programs with the faculties of Nursing, Arts, Graduate Studies, the Cumming School of Medicine and the Werklund School of Education.

University of Calgary President Elizabeth Cannon and Aga Khan University President Firoz Rasul (joined by Aga Khan University Provost Carl Amrhein and University of Calgary Provost Dru Marshall, above) signed a Memorandum of Understanding to facilitate international co-operation toward advancements in human development, global health, social justice and pluralism.

Here are some of the highlights of the MOU:

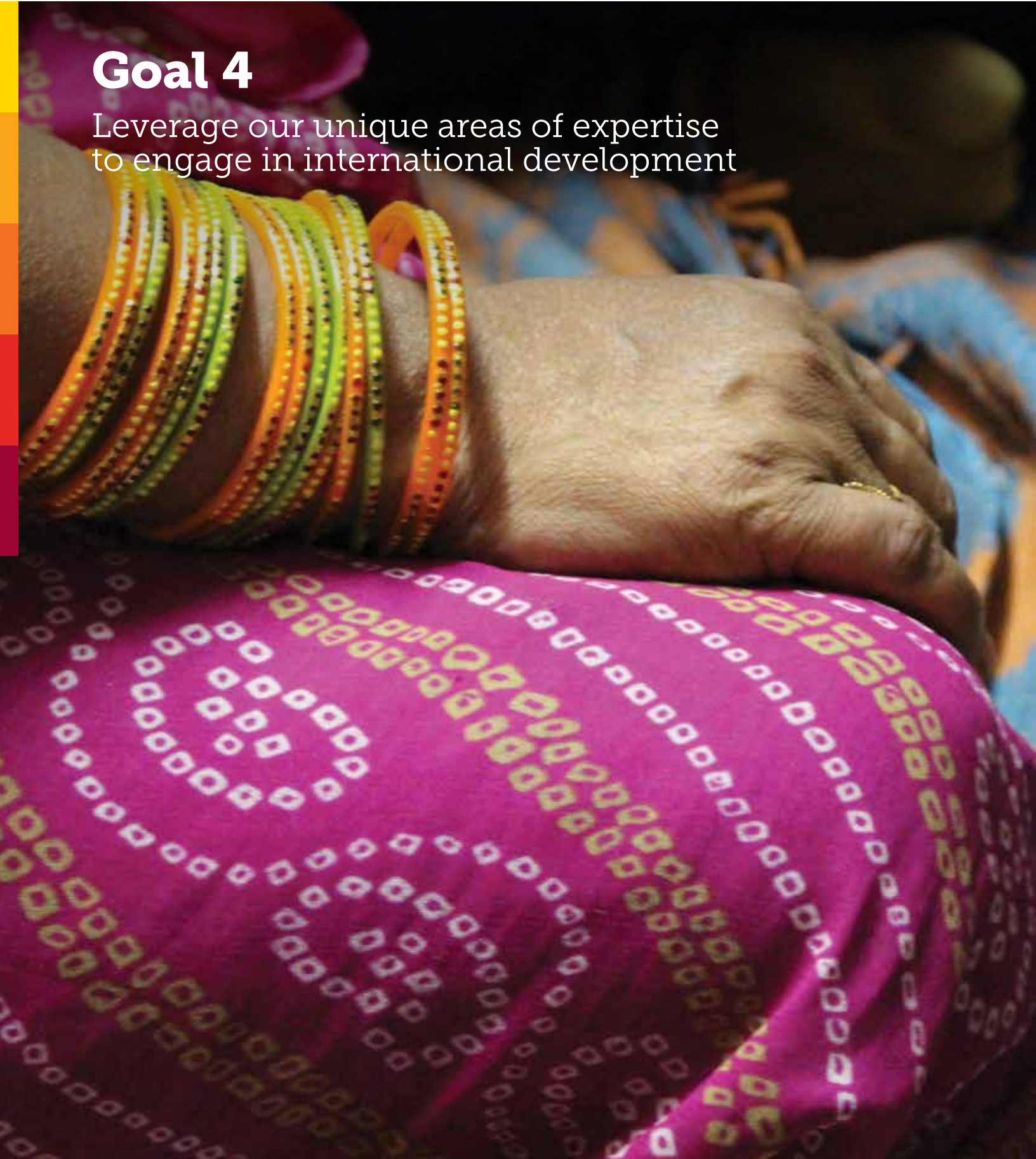
- Creation of the Embedded Certificate in Pluralism and Global Citizenship: The certificate program is part of a larger initiative at UCalgary that aims to increase Canadians' understanding of pluralism, in co-operation with AKU. The certificate encourages an ethic of respect for diversity, and will enable students to develop values, habits and practices that foster responsible global citizenship.
- The Faculty of Nursing worked closely with AKU through the Queen Elizabeth Scholarship (QES) programs to provide immersive academic and research experiences to UCalgary students and scholars throughout AKU campuses and related communities in Kenya, Uganda and Pakistan.
- Since 2017, there have been **20** participants in the QES partnership with AKU: **16** were outbound UCalgary students participating in QES internships through AKU in East Africa, while **4** of these were inbound QES Advanced Scholars researchers from AKU Pakistan.

“My QES internship in Uganda helped me realize the importance of working with the clients you assist to create goals which are sustainable and build capacity. It made me realize the privileges we have in Canada and the importance of creating equity to create a better world for all.”

— Nilufer Hasanova, BN'17, QES scholar

Goal 4

Leverage our unique areas of expertise to engage in international development



We leveraged University of Calgary’s unique expertise and capacities in research and education to develop capacities of individuals and institutions in lower and middle income countries (LMICs), working with civil society, governments, academia and the private sector. UCalgary has had a significant legacy of success in international development activities and the International Strategy aimed to clearly integrate international development with the mission, Academic and Research plans of the university. Approaches to working with LMICs have shifted in recent years, and UCalgary’s response has evolved accordingly to work increasingly in partnership with institutions and goals of the LMICs themselves. Impact created through a number of UCalgary innovations has contributed towards improving the quality of life in many LMICs.

International Development Projects Summary

From 2013-2020, UCalgary provided support for the following international development projects:

Project	Total Project Value (\$CAD)	Total Students and/or Scholars Involved	Duration
Regional Maternal, Newborn, and Child Health Strengthening in Tanzania	\$13,380,988.00	3	2016-2020
Scaling Up MamaToto for Sexual Reproductive Health & Rights in SW Uganda	\$3,800,000.00	7	2020-2023
Canadian Queen Elizabeth II Diamond Jubilee Scholarships Program	\$1,180,585.00	63	2015-2018
Queen Elizabeth Scholars: Advanced Scholars	\$1,000,000.00	9	2017-2020
Queen Elizabeth Scholars: Young Leaders in International Development	\$600,000.00	12	2018-2021
Government of Canada Scholarship Programs for Non-Canadians (Emerging Leaders of the Americas Program (ELAP), Canada-Caribbean Community (CARICOM), Canada-Association of Southeast Asian Nations (ASEAN), Canada-Chile)	\$886,100.00	107	2013-2020
Canada-Brazil Awards (Joint Research Project)	\$48,120.00	3	2018-2019
Canada-Emerging Leaders of the Americas: Faculty Mobility for Partnership Building	\$28,000.00	4	2019-2021
Academics Without Borders: Faculty Mobility	\$25,000.00	5	2018-2019
Proyecta 10,000 (2015-2019)	\$638,400.00	228	2015-2019
Capacity Development and Training Programs – Mexico	\$1,139,933.00	50	2015-2019
Total	\$22,727,126.00	491	

Mama na Mtoto

From 2016 to 2020, UCalgary’s Cumming School of Medicine led a coalition of partners (three universities, one not-for-profit, one membership-based organization and one private corporation) to implement the Mama na Mtoto initiative in Lake Zone, Tanzania, with the goal of reducing maternal and newborn morbidity and mortality.

Funded through Global Affairs Canada and the International Development Research Centre, Mama na Mtoto partners developed, implemented, and evaluated a package of interventions in two rural districts with a combined population of 1 million people, strengthening existing government health systems through activities at the district, health-facility and community levels. Core activities involved operationalizing networks of volunteer community health workers while supporting training by health managers and clinical staff at rural health facilities to provide quality care for pregnant and delivering women and newborns. Mama na Mtoto included UCalgary technical support from a number of faculties, provided opportunities for short- and long-term student immersive field experiences, and produced quality research and documentation including several peer-reviewed manuscripts.

Further replication and scaling-up is ongoing in this collaboration between UCalgary and East African partners, with the financial support of the Government of Canada. Healthy Adolescents and Young People (HAY!) (2020-2023) is working to improve adolescent and young people’s health in southwest Uganda through comprehensive and inclusive sexual and reproductive health programming. HAY! draws on the experience gained through the successful maternal and child health initiative, MamaToto (2012-2015).



Mama na Mtoto initiative in Lake Zone, Tanzania.

Young Leaders in International Development: Queen Elizabeth Scholarship Program



Janica Echavez, BSc (Eng)'19, 2018 QES Scholar in India, far right.

Beginning in 2015, UCalgary secured three successive Canadian Queen Elizabeth II Diamond Jubilee Scholarship¹² program grants (QES) administered by Universities Canada. The program's purpose is to improve global talent exchange between Canada and other nations, facilitate local and global community engagement and develop the next generation of innovative leaders and community builders.

UCalgary's QES projects have generated internships, studentships and research placements for undergraduate, graduate and junior faculty both from partner institutions in low- and middle-income (LMIC) countries and from UCalgary. Participants acquire global development and work-related

skills, strengthening a global community of young leaders.

Projects have supported placements in global health, nursing, business, education, environmental design, engineering, science, social work and social science. Over 80 QES scholars from several countries—including Bangladesh, Costa Rica, Ethiopia, Ghana, India, Kenya, Pakistan, Peru, Rwanda, Sudan, Sri Lanka, Tanzania, Uganda and Canada—have contributed to multisectoral development efforts, and strengthened institutional collaboration to find sustainable solutions to complex global challenges.

“While working first-hand with communities and with a multidisciplinary team of QES scholars, I’ve learned that an effective form of leadership involves being able to acknowledge everyone’s skills and encourage them to take ownership over a project or a goal, respective of their talents. Typically, this diversity also helps to incorporate innovative approaches to problems.”

— Janica Echavez, BSc (Eng)'19, 2018 QES Scholar

¹² The scholarship program is managed through a unique partnership of Universities Canada, the Rideau Hall Foundation, Community Foundations of Canada and individual Canadian universities. This program is made possible with financial support from the Government of Canada, provincial governments and the private sector.

International Development Week and Competitions

International Development Week, established in 1991 by Global Affairs Canada, is a uniquely Canadian way of engaging citizens on global issues. The week offers an opportunity to pause and acknowledge Canadian contributions to poverty-reduction and international humanitarian assistance in the developing world.

UCI has collaborated with internal and external partners to host various events during International Development Week to highlight global issues, and has spearheaded its signature event, UCalgary World's Challenge Challenge (WCC), since 2017.

WCC is an initiative of Western University that aims to bring together students from a wide range of institutions, cultures and continents to form a strong international network and create even greater potential solutions to significant global issues.

This innovative competition is an exciting way for UCalgary students to engage with other students from around the world to address global challenges from a wide variety of viewpoints. By participating in this program, students develop their critical thinking skills, global mindset, leadership, research and presentation skills.



The Mentality team pitches their idea at UCalgary's World's Challenge Challenge final competition in 2018.



Top: Shastri Indo-Canadian Institute's conference at UCalgary in 2019, with Mayor Naheed Nenshi and delegates from India and Canada.
Bottom: Norwegian Rectors visit UCalgary in 2013.

University of Calgary Internationalization Achievement Awards

The University of Calgary Internationalization Achievement Awards (UCIAA) provide an opportunity to recognize and celebrate the outstanding contributions of students, faculty, staff and community members in progressing our institutional commitment to excellence and leadership in internationalization. These awards recognize the impact made by our international champions in advancing the goals of the International Strategy.



2018

Laura Fader, Student Award | **Eliana El Khoury**, Student Award | **Dr. Jennifer Hatfield, PhD**, Academic Staff Member Award (Experienced) | **Leighton Wilks**, Academic Staff Member Award (New) | **Teaching Across Borders**, International Program Award | **Heather Clitheroe**, Staff Member Award | **Matthew Knox**, Staff Member Award | **Cecilia Villanueva Bracho**, Community Member Award | **Dr. Lorne Jaques, PhD**, Career Achievement Award



2019

Kate Cherednichenko, Student Award | **Haoze Zhang**, Student Award | **Ismat Ali**, Student Award | **Sophie Hu**, Student Award | **Dr. Alejandra Enriquez Garcia, PhD**, Student Award | **Dr. Fenner Stewart, PhD**, Academic Staff Member Award (New) | **Dr. Debra Isaac, MD**, Academic Staff Member Award (Experienced) | **Qatar Study Abroad**, International Program Award | **Garrett Beatty**, Staff Member Award | **Dan McFadyen**, Staff Member Award | **Joseph Leung**, Community Member Award | **Dr. Jenn Brenner, MD**, Career Achievement Award | **Dr. Stephen Randall, PhD**, Career Achievement Award

Awards and Recognitions

External Awards



An award-winning leader in internationalization, UCI helps students, faculty and staff internationalize their study, research and work. UCI has been the recipient of the following external awards in internationalization.

Association of
International Education
Administrators
**2020 Innovation
Award in
Internationalization**

Canadian Bureau for
International Education
2019 Catalyst Award

Association of
Public & Land-Grant
Universities
**2017 Institutional
Award winner for
Global Learning,
Research &
Engagement**

Global Compact
Network Canada
**2017 Canadian
SDG Award**

Canada China Business
Council
**2016 Bronze Business
Excellence Award**

Canadian Bureau for
International Education
**2016 Board of
Directors' Award
for Comprehensive
Internationalization**

Contributions to the Field

UCI has had many opportunities to contribute to the field by sharing our leadership knowledge and by developing innovative tools that has granted us many accolades and recognition.

7 steps to a successful international strategy implementation

UCI shared how to implement an international strategy successfully, hosting a webinar for global partners, CBIE and delivering invited keynotes — covering the seven critical steps and insider advice to help them effectively roll out a plan.



International Partnership Assessment Ranking Index (IPARI)

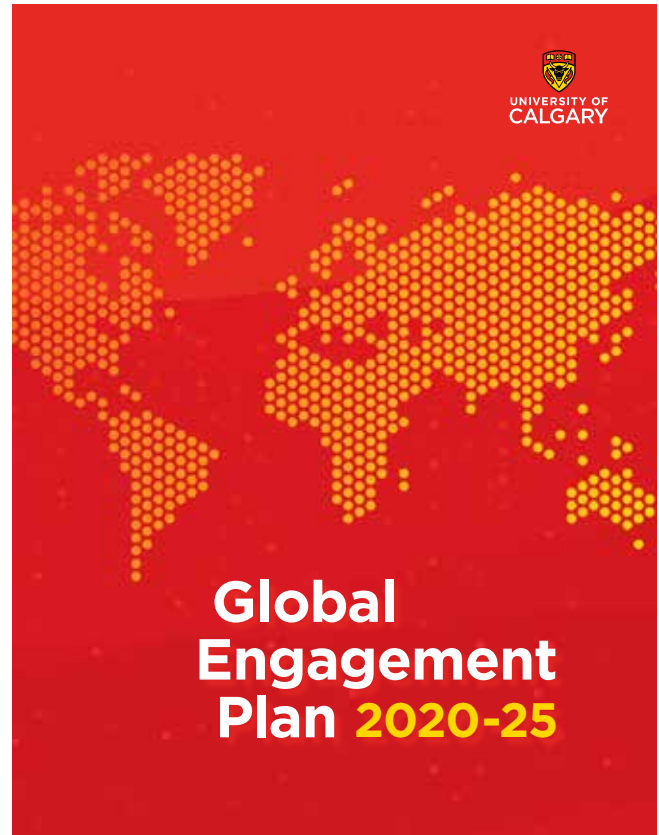
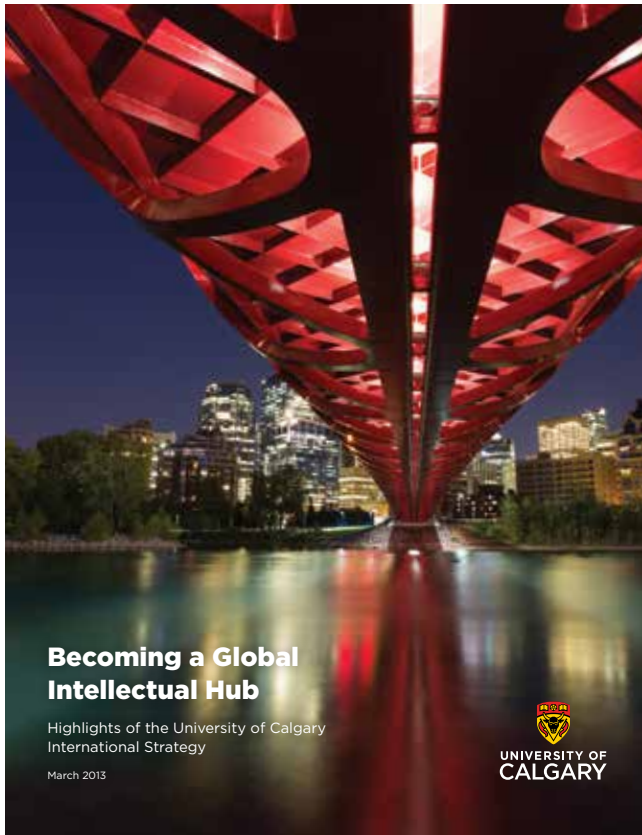
IPARI was developed by UCI to assess and optimize international partnerships. The innovative tool is used to evaluate partnerships, identify top partners in each country, develop strategic partnerships and decide to re-engage or eliminate stalled ones.

This tool received two prestigious awards for innovation — the *2019 Catalyst Award* from the Canadian Bureau for International Education and the *2020 Innovation Award in Internationalization* from the Association of International Education Administrators.



UCI accepts the Canadian Bureau for International Education (CBIE)'s Catalyst Award in 2019 from Larisso Bezo, President of CBIE and Robert Summerby-Murray, then Board Chair of CBIE.

The Path Ahead



Looking back on the many achievements over the seven years of the University of Calgary's International Strategy, we have a lot to be proud of, and many things to look forward to.

The 2013 International Strategy supported a period of rapid expansion of the University of Calgary's international activity in alignment with its strategic goals. The Global Engagement Plan 2020-2025 builds on this success, with a purposeful shift in name, to reflect our institutional commitment to meaningful global partnerships, engagement and activity. Informed by our original vision, and building on the solid foundation of the International Strategy, the Global Engagement Plan focuses on three overarching goals:

Goal 1 — Increase Diversity of the Campus Community

Goal 2 — Improve Global and Intercultural Capacity within our Campus Communities

Goal 3 — Enhance Global Partnerships

In our constantly changing world, new opportunities for innovation continue to emerge, making global engagement more important than ever. The University of Calgary is on course to be the entrepreneurial university — a place where students, faculty and staff face fewer barriers to innovation and have access to more tools to change the world around them, empowering them to tackle society's big problems.

A great research university needs a strong and continued commitment to internationalization. Through innovation and hard work, we can be the university that Calgary, Alberta, Canada and the world needs as we write the next chapter of our collective story.

We are a *global intellectual hub*, an award-winning leader in internationalization — and we are just getting started!

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