2017
COMMUNITY REPORT
As our country celebrated the accomplishments and learnings of its first 150 years, we wrapped up UCalgary’s 50th Anniversary programming and kick-started a new half century as one of Canada’s most youthful and innovative universities. Throughout the year, our community came together in record numbers — students, faculty, staff, alumni, donors and friends — to share their UCalgary moments, engage in meaningful conversation, and infuse new energy into our Eyes High strategy.

This publication is the final report in a series of six tracking our progress against the goals we set out in our original Eyes High strategic direction in 2011. It documents our performance against the three foundational commitments that guide all of our work: sharpening our focus on research and scholarship, enriching the quality and breadth of learning, and fully integrating the university with the community. As we begin the next chapter in UCalgary’s story, this report serves as an important reflection of what we have been able to achieve together so far...and as inspiration for what we will accomplish together in the future.

2016-2017 was an epic year for the University of Calgary — one that honoured legacies and celebrated new beginnings.

As our country celebrated the accomplishments and learnings of its first 150 years, we wrapped up UCalgary’s 50th Anniversary programming and kick-started a new half century as one of Canada’s most youthful and innovative universities. Throughout the year, our community came together in record numbers — students, faculty, staff, alumni, donors and friends — to share their UCalgary moments, engage in meaningful conversation, and infuse new energy into our Eyes High strategy.

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hen we began our Eyes High journey in September 2011, we set high expectations for ourselves. Our 50th Anniversary was less than five years away. We had yet to build our academic and research roadmaps, or decide on our international game plan. The Taylor Family Digital Library had not yet been launched and we had just opened a brand-new student residence — Yamnuska Hall. We had started getting to know our many alumni better and conducted the first-ever employee engagement survey on campus to further understand how people felt about their workplace. Calgary had a new mayor and had not yet opened the Peace Bridge, the Bow Tower, the West LRT line or the National Music Centre...and oil was over $100/barrel.

This year, as we wrap up our original 5-year strategy, we have fundamentally transformed our institution — from the richness of the student experience we offer, to the evolution of our physical space and foundational infrastructure, to the many advances made in our research and the deep community partnerships we have formed or further nurtured, to the resilience and innovation we have demonstrated in the face of economic adversity. Over the course of the year, UCalgary was recognized as a Canadian leader in diversity, sustainability, internationalization, workplace engagement and safety, and as one of Alberta’s top employers for the third year running.

Completing our 50th Anniversary celebrations in 2017 meant making a transition from being considered one of the world’s top young (under 50) universities to being ranked as one of the world’s top 200 best universities overall by the Times Higher Education World University Rankings (Sept 2016). We were also recognized globally for our ingenuity when Times Higher Education named UCalgary one of four top Canadian technology challengers — and one of only 55 universities worldwide adept at finding innovative ways to partner with industry (May 2017). Our community rallied behind us, contributing more than $877 million towards our $1.3 billion goal in Energize: The Campaign for Eyes High.

Since 2011, we have actively tracked a set of 42 performance measures that have helped us assess our progress against our Eyes High goals. The majority of these measures (36; there are six without directly comparable data sets) are benchmarked against the top five research universities in Canada. As of September 2017, the University of Calgary remains firmly positioned in the top five in the country in two-thirds of the comparable metrics (based on 2015-16 data) — nearly double from where we started. (Review our metrics in detail beginning on page 24).
enriching the
QUALITY AND BREADTH OF LEARNING

As a public post-secondary university, UCalgary plays a leadership role in giving Albertans access to advanced education — a place where students and faculty critically examine the world around them, grow as individuals, and play an active role in addressing society’s most pressing challenges. We also strive to ensure that conditions are in place that will allow our community members to thrive. In the past year, as we initiated the final year of implementation of our 2012 Academic Plan, our undergraduate student retention rate and our graduate satisfaction levels were the highest they have been in more than five years (see page 26). We continued our commitment to enrich the quality of education and the student experience through a number of key initiatives.

Our students consistently tell us that functional space on campus is extremely important to them. As we kicked off the 2016-17 academic year, the federal government announced $160 million for eight key infrastructure projects to be completed on campus by April 2018. The investment is allowing the university to accelerate space improvements — including upgrades to field stations and clinical skills facilities — that will benefit students and researchers, and continue progress towards our ambitious sustainability goals. In spring 2017, the provincial government committed $270.6 million in further funding to create renewed student spaces for the faculties of Nursing and Social Work, to expand space for student-centric services, and to increase student study and classroom spaces within the heart of main campus.

In November 2016, we opened the newly expanded Canadian Natural Resources Limited (CNRL) Engineering Complex, which created 18,300 square metres of new space to accommodate 400 additional students. Some of those students will benefit from one of several new programs introduced this year designed to better prepare graduates for lifelong success.

In spring 2017, UCalgary became the first university in Western Canada to offer combined engineering and business undergraduate degrees in as little as five years of study. At the same time, the Haskayne School of Business pioneered the first university real estate specialization in Alberta, introducing a Bachelor of Commerce concentration and Master of Business Administration specialization in real estate studies.

The College for Discovery, Creativity and Innovation within the Taylor Institute for Teaching and Learning launched its inaugural Global Challenges course in January 2017, which calls together students from different undergraduate programs to collaborate in examining how the world’s most pressing issues can be addressed. This signature program of the UCalgary undergraduate experience incorporates components of inquiry-based, experiential and community-engaged learning, and undergraduate research.

In response to strong student demand, we also launched the first courses in our new Certificate in Sustainability Studies — the first program of its kind offered at the university, and among the first embedded certificate models for education in sustainability in Canada. UCalgary currently ranks second among our Canadian peer institutions for engaging our campus and community in sustainability.

We also furthered strengthened the support networks for our campus community, leading the way amongst Canadian universities in addressing mental health challenges. Introduced in 2015, the UCalgary mental health strategy
outlined 28 recommendations to help create a community of caring and reflect our commitment to the health and wellness of our student, faculty and staff. Notable progress against these recommendations over the past year include the launch of the Campus Community Hub, which provides informal space for students, faculty, staff and community supporters to learn and connect; the introduction of a new grant program that helps foster great ideas to improve mental health and wellness; and the introduction of a new 24-hour mental health support system. UCalgary also committed to the Post-Secondary Alcohol Harm Reduction Charter, the Okanagan Charter for Healthy Campuses, and a sexual violence policy.

As the international landscape became more uncertain over the course of the year, we deeply embraced our commitment to diversity, inclusivity and the free exchange of scholarship and ideas across geopolitical boundaries. As travel restrictions were implemented in the United States, UCalgary stood strong with other Canadian universities in continuing to welcome students, faculty and staff from around the world, including those seeking refuge from violence and hardship.

As our own nation marked the 150th anniversary of Confederation, we also made major progress on the important journey towards the creation of a campus Indigenous strategy. The process to do so was developed to be reflective of our commitment to nurture a culturally competent campus that supports and welcomes Indigenous learners, encourages Indigenous community partnerships in research and academic programming, is inclusive of Indigenous perspectives in teaching and learning, and is appropriate and thoughtful in its response to the Truth and Reconciliation Commission calls for action.

With a $40-million gift from Calgary’s Hunter Family Foundation to Energize: The Campaign for Eyes High in May 2017, UCalgary is poised to weave entrepreneurial thinking into programming, research and campus culture, across all faculties and disciplines.

The Hunter Hub for Entrepreneurial Thinking will act as an interdisciplinary nucleus for activities that will support entrepreneurial student experiences, enable faculty to lead in innovation, and expand a growing community of entrepreneurs and innovators. There will also be a dedicated space on campus where students and faculty can gain and share knowledge, build networks, and turn ideas into practical solutions that can benefit society.

Programs and projects that will be supported by the Hunter Hub for Entrepreneurial Thinking include entrepreneurship camps and summer incubators, foundational courses in entrepreneurial thinking, collision courses and experiential learning initiatives, new venture competitions and seed funding, entrepreneurs-in-residence, speakers, workshops and training programs.

Other initiatives supporting a shift to entrepreneurial thinking include the launch of the Creative Destruction Lab — Rockies, part of a seed stage program for massively scalable science-based ventures, and the announcement of a dual-degree program that will allow students to earn engineering and business undergraduate degrees simultaneously in five years.
By University of Calgary

2017 Community Report

As one of Canada’s research universities, UCalgary leads important discoveries across six strategic and intentionally interdisciplinary research themes aligned with the university’s core strengths and capacity, and supports individual scholarship in emerging areas. In 2016, UCalgary claimed sixth place in Canada based on sponsored research funding — making a mark as one of the strongest performers nationwide for growth within a challenging economic climate.

Internationally, we were recognized by the European Centre for Science and Technology (CWTS) Leiden, which ranked UCalgary fifth overall in Canada for scientific performance in 2016. In our interconnected world, borders, cultures and languages are no longer the barriers they may have been in the past. As we work to solve big issues that face our society, knowledge and expertise can flow between countries and organizations to collaborate and find real solutions.

This year, for the first time, UCalgary broke into the top five Canadian research universities on the basis of total citations and total new licenses granted — noteworthy given that our university is smaller overall than several of our counterparts and our faculty contingent, on the whole, is relatively young in comparison. We have more post-doctoral scholars invigorating our research activity than ever before and our sponsored research funding for the 2015-16 year totalled $380.4 million — the highest-ever in the university’s 50-year history.

UCalgary’s research plan — which matches our strengths with opportunities, increases our research capacity, creates a dynamic environment to promote research excellence, and embraces both curiosity-driven and solution-oriented research — is now in full implementation, with more than 1,000 engaged scholars and all six research themes delivering results. Highlights from the past year include:

**Energy Innovations for Today and Tomorrow**
270+ scholars engaged. Between 2012-16, 91 new invention disclosures, 9 patents issued.

In 2016-17, UCalgary was awarded $75 million for the Global Research Initiative (GRI) in Sustainable Low-carbon Unconventional Resources (see sidebar). The transformative investment by the Canada First Research Excellence Fund engages researchers from across the university in the goal of dramatically reducing the impact of energy extraction and energy use on the environment. Following on the success of the first GRI site in Beijing, China (launched in 2014), we partnered with Mexican universities and research institutes to form a second site in 2015. This year, the Mexican Ministry of Energy committed $46 million to support joint research projects that will aid energy reforms in Mexico.

**Brain and Mental Health**
330+ scholars engaged. Between 2012-16, 90 new invention disclosures, 18 patents issued.

Research partnerships with the community allow UCalgary scientists to put knowledge into action and ultimately improve the lives of Alberta’s children, youth and families. In November 2016, the Mathison Centre for Health Research and Education and the Sheldon Kennedy Child Advocacy Centre formed a partnership to study the impact of childhood sexual abuse on the developing brain. In June 2017, a clinical trial led by researchers at the Hotchkiss Brain Institute at the Cumming School of Medicine showed that a common acne medication can slow the progress of relapsing-remitting multiple sclerosis (MS) — a discovery that could impact thousands of newly diagnosed MS patients around the world.

**Engineering Solutions for Health: Biomedical Engineering**
230+ scholars engaged. Between 2012-16, 123 new invention disclosures, 15 patents issued.

In September 2016, UCalgary opened a new $13.2 million centre for Mobility and Joint Health (MOJO) at the Cumming School of Medicine, which will allow researchers to develop new technologies for the prevention, early diagnosis and treatment of bone and joint conditions — one of the most common chronic conditions affecting Canadians and the leading cause of disability worldwide. MOJO is a hub where physicians, base scientists, biomedical engineers, patients and the Alberta health system collaborate to keep Albertans moving.

$380.4 million in sponsored research funding

sharpening our focus on research and scholarship
Human Dynamics in a Changing World: Smart and Secure Cities, Societies, and Cultures

300+ scholars engaged. Between 2012-16, 45 new invention disclosures, 3 patents issued.

More than 200 collaborative research projects exist under the Urban Alliance research partnership between UCalgary and The City of Calgary, including the upcoming Walk21 Conference — a global gathering in Calgary of academics, policy-makers, urban planners and others invested in building vibrant walkable communities. UCalgary scholars also made history this past year, setting a distance record for teleporting a photon over a fibre network and setting the stage for the development of ultra-secure quantum-encrypted communications.

Infections, Inflammation and Chronic Diseases in the Changing Environment

225+ scholars engaged. Between 2012-16, 146 new invention disclosures, 21 patents issued.

The new Western Canadian Microbiome Centre (WCMC) positions UCalgary as one of the best places in Canada and the world to further understand the microbiome and its impact on infections, inflammation and chronic diseases. Microbiomes are communities of trillions of bacteria, parasites, viruses and fungi that live in and around humans and animals and in our environment — and they play an instrumental role in health and wellness.

New Earth-Space Technologies

100+ scholars engaged.

Launched in Fall 2016, work in this research theme advances human understanding of our world, developing technologies that provide crucial information for safety and security as well as stewardship of our environment and natural resources. Four ambitious projects received funding this past year, allowing world-leading experts to collaborate in space medicine, sensors, drone analytics, robotics and Earth and space science. UCalgary scholars in space science, geomatics, and communications and satellite systems have attracted more than $100 million of funding, led high-profile global projects, and been involved in more than 20 space missions.

In September, the University of Calgary was awarded a $75-million grant from the federal government’s Canada First Research Excellence Fund, for its Global Research Initiative in Sustainable Low-carbon Unconventional Resources.

The goal of this research is to dramatically reduce the impact of energy extraction and energy use on the environment, while at the same time seeking innovative, fossil fuels-based energy systems that are low- or even zero-carbon.

270 researchers and scholars from disciplines across campus are involved in this initiative, which will also provide leadership and training opportunities for postdoctoral scholars, graduate students, and undergraduate students. Research will take place in collaboration with the Southern Alberta Institute of Technology, the University of Alberta, and international partners in countries including China, Mexico and Israel.

As a research institution in Canada’s energy capital, UCalgary is uniquely positioned to lead discovery and innovation as the country transitions to a cleaner energy future while maximizing the productivity of current resources.
When we began our 50th Anniversary year, we set out to shine a spotlight on how the university has evolved in tandem with our city; how the shape and spirit of the university reflects the uniqueness of southern Alberta and the distinct needs of its people. Programming focused on building community engagement, recognizing the contributions of our many friends and stakeholders, and creating opportunities for conversation about the future. There were special moments during new student orientation and Fall Convocation; thought-provoking discussions during the Idea Igniters series with our partners at Calgary Public Library; and challenging ideas to consider as we explored next-generation leadership with the Walrus Talks or how to feed 9 billion people by 2050. Discoveries were made as Calgarians visited behind the scenes at our world-leading facilities at DoorsOpen YYC, reflected on the battles of the Great War at our Military Museums, experienced the magic of the Rothney Observatory, and were transported through our creative and performing arts. Thousands came to campus to share learnings at conferences and symposia; to cheer on our Dinos at the Rio Olympic Games, the 2016 Vanier Cup, and the Crowchild Classic; to make use of our recreational and cultural facilities; and to take the first steps towards joining our university family. Our anniversary year provided an occasion to reflect on what makes this university special.

We showcased the many treasures held in our incredible archives, shared our history with each other online, showcased the day-to-day impact our research is having on the world, thanked those who initiated our caring culture, remembered corners of campus that have since been transformed, and named new ones so that our historic leaders will always be cherished.

We celebrated our strongest supporters, from the Hunter family’s commitment of $40 million to create the Hunter Hub for Entrepreneurial Thinking, to the Woitas family’s $5-million gift in support of engineering and business education, to Helen Mackie’s invaluable gift of rare coins, medals and textiles — we were humbled by those who gave so selflessly to Energize: The Campaign for Eyes High in the
name of lifelong learning. Our faculty, staff and alumni also exceeded all expectations: during UCalgary’s first-ever Giving Day, they raised more than $1 million in 50 hours for student scholarships. The university’s 2016 United Way campaign — called ‘We are all Calgary’ — also exceeded its campaign goal of $500,000, raising a record $634,000 to help the vulnerable in our region.

Over the course of the past year, we heard stories and captured learnings from our first fifty years. As part of our Energizing Eyes High consultation process, we also documented more than 10,000 pieces of insight from our community that will shape our future. As a beginning, the refreshed Eyes High Strategy 2017-22 will drive us for the first five of those next fifty years. It will help guide us on our journey, reminding us of our role in society, and pushing us forward as we strive to affect meaningful change. We will do this in an environment characterized by commitment and trust, respect and optimism, and through daily action that reflects our strong ties to the broader community.

Over 2016/17, UCalgary initiated the development of a robust Indigenous Strategy, which aims to create a rich, vibrant and culturally competent campus that welcomes and supports Indigenous learners, is inclusive of Indigenous perspectives in teaching and learning, encourages Indigenous community partnerships in research and academic programming and is appropriate and thoughtful in its response to the Truth and Reconciliation Commission’s ‘Calls to Action’.

The development of UCalgary’s Indigenous Strategy is led by the Indigenous Strategy Task Force, under the direction of Provost and Vice-President (Academic) Dru Marshall. Informed by an Elder Advisory Council, a steering group and a working committee, the strategy is guided by input from three in-person community dialogues, numerous on-campus focus groups, and an online survey, which was accessible to the public.

In addition to the Indigenous Strategy, initiatives are taking place across campus to adopt Indigenous perspectives in learning and to celebrate Indigenous heritage. One example of this is Eyes Open, Eyes High: Inspiring Visions in the Midst of Difficult Teaching and Learning, an evening of performance and dialogue, hosted by the Werklund School of Education, and focused on reconciliation and inspiring learning through the arts. Another is Campfire Chats, a community event hosted outside on the banks of the Bow River on National Indigenous Peoples Day, to share and celebrate Indigenous culture, traditions and ways of knowing.
In 2016-17, we continued to celebrate our 50th Anniversary, wrapping the year up in April with the introduction of our newly energized *Eyes High* Strategy 2017-22. Over the year, we celebrated our students, faculty and staff; cheered on our alumni; and were humbled by our many supporters. We celebrated with our community and showed 50 years of Dinos pride. We also spread a little extra joy around the city, giving back to our community wherever we could. Thousands of people visited our campus and we opened the doors to some very cool new spaces. Throughout it all, we had thousands of conversations about the university’s future, setting the stage for our next 50 years.
The 2016 Arch Awards, hosted by Chancellor Thirsk, celebrated our most inspiring alumni.

Hundreds of UCalgary students, faculty, and staff marched in the annual Calgary Pride Parade.

Over Fall 2016, the Energizing Eyes High consultation initiative yielded more than 10,000 points of engagement from students, faculty, staff, alumni and community supporters.

Our researchers shared their discoveries through a new partnership with the Calgary Public Library.

The 2016 Arch Awards, hosted by Chancellor Thirsk, celebrated our most inspiring alumni.

Faculty and staff enjoyed RenewFest – a week to get moving, get inspired, get organized and get connected.

1000+ people visited 10 campus sites during Doors Open YYC
The Crowchild Classic packed the Saddledome with more than 10,000 fans from UCalgary and Mount Royal University.

UCalgary partnered with Alberta Ballet, highlighting our unique dance-science connections.

We created genuine opportunities to share kindness across the UCalgary community.

Schulich School of Engineering students celebrated at the Canadian Natural Resources Engineering Complex.

Students across all programs and disciplines came together to celebrate campus spirit during the anniversary year.

We celebrated the 60-year legacy of the Faculty Women’s Club on campus.
First-year students connected with community in a conversation about global food security.

Amongst the many special visitors during our anniversary year was The Right Honourable Justin Trudeau, Prime Minister.

UCalgary co-hosted a sold-out *Walrus Talk* exploring next-generation leadership.
Five UCalgary-connected athletes make the medal podium at the Olympic and Paralympic Games in Rio.

Researchers teleport particle of light six kilometres.

UCalgary archaeologist leads excavations at Tanzania’s Olduvai Gorge.

Researchers address pipeline corrosion caused by microbial activity.

World’s Top 200 universities

September 2016

Times Higher Education World University Rankings
UCalgary receives funding for eight infrastructure projects totalling $160 million

New Canada Research Chair in Global Urban Studies looks at social inequality, affordable housing and food justice

UCalgary earns top work-life employer award

UCalgary surpasses its 50th Anniversary United Way goal of $500,000, raising $634,000 for vulnerable Calgarians

Mexican Ministry of Energy commits $46 million to fund 4 hydrocarbon research networks

Dinos advance to the Vanier Cup
Leon the Frog rises again

Court of Appeal of Alberta holds its first sitting outside the courthouse in honour of law school’s 40th anniversary

UCalgary paleontologist helps identify new species of giant birdlike dinosaur
Gift of Play: Kinesiology volunteers create games to go with painted lines in 50 Calgary schoolyards

UCalgary wins 2016 award for excellence in internationalization

Gene therapy used to treat Fabry disease — a world first

Expanded Canadian Natural Resources Limited (CNRL) Engineering Complex opens, creating new space for teaching, learning and research

UCalgary named one of Canada’s Best Diversity Employers, launches inaugural Diversity Week

Social Sciences experts work to fight stigma and promote resiliency and mental health

Haskayne School of Business creates first university real estate specialization in Alberta
New wellness hub provides informal space for students to learn, connect and seek support.

Canadian Technology Challenger

May 2017

Times Higher Education

more than $877 million raised to date towards our

$1.3 billion goal in Energize: The Campaign for Eyes High

123 Dinos recognized as Academic All-Canadians, making UCalgary one of the top five universities in Canada.

Cross-disciplinary ‘collision course’ helps students develop ideas for tech startups.
Pulitzer Prize winner Michael Chabon named 2016-17 Distinguished Visiting Writer

Interdisciplinary undergrad student team brings home iGEM gold medal for product that protects astronauts

Groundbreaking research spurs new treatment for multiple sclerosis

UCalgary historical ecologist looks to the past to understand future of climate change

New $13.2-million bone and joint health research facility opens at Cumming School of Medicine

Computer science grad leads program to help girls and women to pursue technology entrepreneurship

Groundbreaking research spurs new treatment for multiple sclerosis

UCalgary historical ecologist looks to the past to understand future of climate change

Pulitzer Prize winner Michael Chabon named 2016-17 Distinguished Visiting Writer

Interdisciplinary undergrad student team brings home iGEM gold medal for product that protects astronauts
Kinesiology researcher creates app to help individuals living with celiac disease and gluten intolerance.

Architecture students design colony for Mars.

Canadian Institutes of Health Research invest millions to advance nursing knowledge around preterm births and psychosocial oncology.

Partnership between Student Legal Assistance and CUPS provides legal aid to vulnerable Calgarians.

Combined-degree program offers students path to future in engineering and business.

#6 in Canada for sponsored research funding.
Social Work researchers look at how to help refugees successfully adapt to their new home countries.

University and The Military Museums commemorate 100th anniversary of First World War battles.

Werklund School of Education hosts forum focused on listening to youth.

Haskayne School of Business launches Creative Destruction Lab — Rockies.

Bikers, thought leaders, and Social Work practitioners from around the globe gather to explore solutions to preventing child abuse.
Partnership between UCalgary and Royal Alexandra Hospital Foundation focuses on mental health of pregnant and postpartum women

UCalgary Qatar expands high-tech Nursing education facilities

Engineering students design $25 prosthetic arm created with bike pump, balloon and sugar

New residence buildings recognized for sustainable design and construction through LEED certification

Employee Engagement exceeds public- and private-sector norms
Students from diverse academic backgrounds team up to design better homes for seniors.

More than 10,000 local youth attend summer camps.

Alberta’s stroke teams slash time to diagnose, treat patients.

UCVM students get hands-on experience at emergency pet clinic.

Study shows UCalgary entrepreneurial activities among the highest in the developed world.

New Taylor Institute for Teaching and Learning launches the College of Discovery, Creativity and Innovation.
Molecular ‘switch’ in protein may stop the process that helps cancer spread.

New Social Work Research Chair in Children’s Mental Health builds bridges to front lines.

Vet Med students provide preventative health care for animals in remote Northern communities.

UCalgary named one of Alberta’s Top Employers for the third consecutive year.

357 new invention disclosures 3-year running total.
Virtual reality studio opens in the Taylor Family Digital Library

Veterinary Medicine scientists work to halt spread of Chronic Wasting Disease in Alberta wildlife

Kluane Lake Research Station tests Yukon’s first hydroponic growing system

UCalgary launches first courses in new Certificate in Sustainability Studies

First Energy Engineering program grads cross stage in UCalgary/SAIT partnership

$1 million raised in 50 hours for scholarships during inaugural Giving Day
To help evaluate our progress in a tangible way, we track a set of performance metrics related to specific outcomes. These measures — some of which only yield data every few years — assess both quantitative and qualitative dimensions, reflecting different facets of our organization and providing us with comparative data against our peer institutions.

In total, we look at 42 measures of our performance as a university, 36 of which incorporate comparative data from our top five peer institutions. Of those 36 metrics, the University of Calgary ranks amongst its top five peers on 25 (based on 2015-16 data).

This is the final report against our Eyes High Strategy 2011-16.
PERFORMANCE MEASURES LIST

★ University of Calgary performance within the top five based on 2015-16 data.
* Comparative data is not available between peer institutions for these performance measures.

TEACHING AND LEARNING

• Teaching (under development)
★ Retention rate (undergraduate)
★ Graduation rate (undergraduate)
★ Graduation rate (master’s)
★ Graduation rate (PhD)
• Time to completion (undergraduate)*
★ Time to completion (master’s)
★ Time to completion (PhD)
• Ratio of applicants to student intake (undergraduate)*
• Ratio of applicants to student intake (graduate)*
• Average entering grade
★ Graduate proportion of total enrolment
• International proportion of total enrolment (undergraduate)
★ International proportion of total enrolment (graduate)
★ Ratio of students to faculty (total)
★ Ratio of students to faculty (graduate)
★ Undergraduate student engagement (NSSE) (first year)
★ Undergraduate student engagement (NSSE) (senior year)
★ Graduate student engagement (CGPSS)
• Graduate satisfaction*
• Degrees awarded (undergraduate)
• Degrees awarded (graduate)
• Employment rate (total)*
• Employment rate (employed in related jobs)*

RESEARCH AND SCHOLARSHIP

• Postdoctoral scholars (total)
★ Postdoctoral scholars (per tenure and tenure-track faculty)
• Sponsored research funding (total)
★ Sponsored research funding (per tenure and tenure-track faculty)
• Tri-council funding (total)
• Tri-council funding (per tenure and tenure-track faculty)
• Publications (total)
★ Publications (per tenure and tenure-track faculty)
★ Citations (total)
★ Citations (per tenure and tenure-track faculty)
★ New invention disclosures
★ New licenses

COMMUNITY AND ENVIRONMENT

★ Fundraising
★ Endowment
★ Sustainability Tracking, Assessment and Rating System (STARS)
★ Facilities condition index
★ Unrestricted net assets
• Employee engagement*
TEACHING AND LEARNING

TEACHING

We are developing programs to promote the professional development of professors, instructors, graduate students, and teaching assistants to create and nurture a culture of expert instruction and learning. Measuring the results of these initiatives will ensure that our students will benefit from the support, education, mentoring, and continuous improvement that we provide inside and outside the classroom.

UNDERGRADUATE RETENTION RATE

This measure helps us understand the key factors that compel students to complete their degree programs or cause them to consider an alternative path after their first year of study. Our retention rate of students transitioning from year one to year two was high and remains high, and surpasses the average of our top five peer institutions.

<table>
<thead>
<tr>
<th>Year</th>
<th>Retention Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-13</td>
<td>90.4%</td>
</tr>
<tr>
<td>2013-14</td>
<td>90.1%</td>
</tr>
<tr>
<td>2014-15</td>
<td>90.4%</td>
</tr>
<tr>
<td>2015-16</td>
<td>94.9%</td>
</tr>
<tr>
<td>2016-17</td>
<td>94.9%</td>
</tr>
<tr>
<td>Top 5 (min. 2015-16)</td>
<td>85.3%</td>
</tr>
<tr>
<td>Top 5 (avg. 2015-16)</td>
<td>89.8%</td>
</tr>
</tbody>
</table>

Source (University of Calgary): Consortium for Student Retention Data Exchange (CSRDE). Source (Top 5): CSRDE. One institution reported previous years’ data.
GRADUATION RATE

This measure tracks the percentage of students who ultimately graduate from a group, or cohort, who began their studies at the same time. Compared to our top five peers, we are currently within range at the undergraduate and master’s levels, and slightly above our peers at the PhD level.

TIME TO COMPLETION

This measure tracks the average number of years it takes students to complete their degree programs at the University of Calgary. Understanding this dynamic helps us refine our support services for students as they progress. Undergraduate, master’s and PhD times-to-completion have remained relatively stable. The master’s time-to-completion is within the top five while the PhD time-to-completion is better than the average time for PhDs in the top five. Time-to-completion data is not available at the undergraduate level.
**RATIO OF APPLICANTS TO STUDENT INTAKE**

This metric is calculated as the number of applicants we attract relative to the number of available student spaces. It is one indicator of program demand.

**AVERAGE ENTERING GRADE FROM HIGH SCHOOL**

We promote high levels of student achievement by emphasizing the importance of academic admission standards. The average entering grade is one of a number of leading indicators of graduation rates. We are currently in close ranks with our top five peers.

<table>
<thead>
<tr>
<th>Year</th>
<th>Undergraduate</th>
<th>Graduate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-13</td>
<td>2.38:1</td>
<td>3.47:1</td>
</tr>
<tr>
<td>2013-14</td>
<td>2.71:1</td>
<td>3.57:1</td>
</tr>
<tr>
<td>2014-15</td>
<td>2.77:1</td>
<td>3.80:1</td>
</tr>
<tr>
<td>2015-16</td>
<td>2.53:1</td>
<td>3.65:1</td>
</tr>
<tr>
<td>2016-17</td>
<td>2.35:1</td>
<td>3.31:1</td>
</tr>
</tbody>
</table>

Source: Government of Alberta Application Submission Initiative (ASI).

Note: The number of graduate applicants is understated by ASI.

Note: University of Calgary data only; data is not shared among Top 5 peers.

<table>
<thead>
<tr>
<th>Year</th>
<th>Top 5 (min. 2015-16)</th>
<th>Top 5 (avg. 2015-16)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-13</td>
<td>85.1%</td>
<td>85.9%</td>
</tr>
<tr>
<td>2013-14</td>
<td>85.9%</td>
<td>86.5%</td>
</tr>
<tr>
<td>2014-15</td>
<td>85.8%</td>
<td>85.7%</td>
</tr>
<tr>
<td>2015-16</td>
<td>85.9%</td>
<td>87.9%</td>
</tr>
</tbody>
</table>

Source (University of Calgary): Consortium for Student Retention Data Exchange (CSRDE).
Source (Top 5): Maclean’s university rankings data, one institution reported previous year’s data.
PERFORMANCE MEASURES TEACHING AND LEARNING

STUDENT MIX (GRADUATE PROPORTION OF TOTAL ENROLMENT)

We monitor the graduate proportion of our total student population to ensure that we grow to the level of leading research universities. The proportion of graduate students at leading international research universities is approximately 25 per cent, and our intent is to move towards that target. The University of Calgary is currently within the range of the top five Canadian institutions.

<table>
<thead>
<tr>
<th>Year</th>
<th>Undergraduate</th>
<th>Graduate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-13</td>
<td>18.9%</td>
<td></td>
</tr>
<tr>
<td>2013-14</td>
<td>18.6%</td>
<td></td>
</tr>
<tr>
<td>2014-15</td>
<td>19.2%</td>
<td></td>
</tr>
<tr>
<td>2015-16</td>
<td>19.3%</td>
<td></td>
</tr>
<tr>
<td>2016-17</td>
<td>18.8%</td>
<td></td>
</tr>
</tbody>
</table>

Source: UIS Enrolment Report (full-time and part-time headcount).

STUDENT MIX (INTERNATIONAL ENROLMENT)

We monitor the number of international students that we attract to ensure that we are preparing our students for work in the global community. We have set targets for international students to be 10 per cent of our undergraduate population and 25 per cent of our graduate population. We have exceeded our goal at the graduate level and continue to diversify our undergraduate population.

<table>
<thead>
<tr>
<th>Year</th>
<th>Undergraduate</th>
<th>Graduate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-13</td>
<td>6.4%</td>
<td>24.6%</td>
</tr>
<tr>
<td>2013-14</td>
<td>6.8%</td>
<td>26.5%</td>
</tr>
<tr>
<td>2014-15</td>
<td>6.9%</td>
<td>28.3%</td>
</tr>
<tr>
<td>2015-16</td>
<td>7.2%</td>
<td>28.9%</td>
</tr>
<tr>
<td>2016-17</td>
<td>7.5%</td>
<td>26.1%</td>
</tr>
</tbody>
</table>

Source: UIS Enrolment Report (full-time headcount).
RATIO OF STUDENTS TO FACULTY (TOTAL)

This measure tracks the ratio of full-time equivalent (FTE) students to academic staff. A lower ratio ensures greater student access to faculty. University of Calgary students have better access to their instructors than their counterparts at many other institutions across Canada. This ratio increased in 2015-16 because of a U15 methodology change. This measure has improved this year as a result of a recent accelerated faculty hiring program.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-13</td>
<td>22.0:1</td>
</tr>
<tr>
<td>2013-14</td>
<td>21.1:1</td>
</tr>
<tr>
<td>2014-15</td>
<td>21.2:1</td>
</tr>
<tr>
<td>2015-16</td>
<td>23.2:1</td>
</tr>
<tr>
<td>2016-17</td>
<td>22.6:1</td>
</tr>
</tbody>
</table>

Top 5 (2015-16): 40.3:1
Top 5 (avg. 2015-16): 26.0:1

Source: U15 Fact Book. Full-time equivalent (FTE) students and full-time tenure and tenure-track academic staff.

RATIO OF STUDENTS TO FACULTY (GRADUATE)

This ratio is an indicator of the vibrancy of our graduate programs, measuring the total number of full-time equivalent (FTE) graduate students to academic staff. A lower ratio ensures greater student access to faculty. Graduate students at the University of Calgary enjoy greater access to their academic mentors than their peers at other Canadian universities. This ratio increased in 2015-16 because of a U15 methodology change. This measure has improved this year as a result of a recent accelerated faculty hiring program.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-13</td>
<td>4.3:1</td>
</tr>
<tr>
<td>2013-14</td>
<td>4.1:1</td>
</tr>
<tr>
<td>2014-15</td>
<td>4.1:1</td>
</tr>
<tr>
<td>2015-16</td>
<td>4.7:1</td>
</tr>
<tr>
<td>2016-17</td>
<td>4.5:1</td>
</tr>
</tbody>
</table>

Top 5 (2015-16): 8.4:1
Top 5 (avg. 2015-16): 5.7:1

Source: U15 Fact Book. Full-time equivalent (FTE) students and full-time tenure and tenure-track academic staff.
We monitor the quality of our learning environment, and the overall level of satisfaction reported by first-year and senior-level undergraduate students, through their responses to the National Survey of Student Engagement (NSSE) question, ‘How would you evaluate your entire educational experience at this institution?’ Percentages shown are ratings of ‘good’ to ‘excellent’. We rank amongst our top five peers for both first-year and senior-year students. Student engagement will be a continued area of focus.

We monitor the quality of the learning environment and the overall level of satisfaction reported by our graduate students in regular programs through their responses to a Canadian Graduate and Professional Student Survey (CGPSS) question that assesses the percentage of students (master’s and PhD) rating the quality of their graduate program as ‘good’ to ‘excellent’. Although we currently rank among our top five peers, we will continue to focus on graduate student engagement.

Source (University of Calgary): NSSE.
Source (Top 5): Maclean’s.
NSSE is administered every three years.

Source: UIS CGPSS.
CGPSS is administered every three years.
**GRADUATE SATISFACTION**

We monitor the quality of our learning environment through student responses to the question, 'rate the quality of your education experience' on a Government of Alberta survey completed two years after graduation. Percentages shown are ratings of ‘satisfied’ and ‘very satisfied’. This has been a focus of concentration in the past few years and the effort has been worthwhile. Graduate satisfaction will continue to be an area of focus.

<table>
<thead>
<tr>
<th>Year</th>
<th>Undergraduate</th>
<th>Graduate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-12</td>
<td>86.2%</td>
<td></td>
</tr>
<tr>
<td>2013-14</td>
<td>87.6%</td>
<td></td>
</tr>
<tr>
<td>2015-16</td>
<td>87.8%</td>
<td></td>
</tr>
</tbody>
</table>

Source (University of Calgary): Graduate Outcomes Survey.
Note: University of Calgary data only; data is not shared among Top 5 peers.
The Graduate Outcomes Survey is administered every two years.

**DEGREES AWARDED**

This measure indicates how many students graduate each year and go on to be thoughtful, communicative citizens and leaders of their respective communities with abilities to think critically and creatively to solve issues of the day. We are using a sustainable growth model to determine overall enrolment, so our graduate numbers will be relatively stable, unless further funding is provided to increase enrolment. Recently, we received such funding, but will not see the benefit of that funding in terms of graduates for at least three years. The top five institutions are also all larger than the University of Calgary, and so, in absolute numbers, would be expected to produce more graduates.

<table>
<thead>
<tr>
<th>Year</th>
<th>Undergraduate</th>
<th>Graduate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-13</td>
<td>1,634</td>
<td>4,755</td>
</tr>
<tr>
<td>2013-14</td>
<td>1,799</td>
<td>4,917</td>
</tr>
<tr>
<td>2014-15</td>
<td>1,625</td>
<td>5,097</td>
</tr>
<tr>
<td>2015-16</td>
<td>1,704</td>
<td>5,010</td>
</tr>
<tr>
<td>2016-17</td>
<td>1,830</td>
<td>4,986</td>
</tr>
</tbody>
</table>

Top 5 (min. 2015-16) | 2,027 | 5,587
Top 5 (avg. 2015-16) | 3,248 | 8,655

EMPLOYMENT RATE (GOVERNMENT OF ALBERTA GRADUATE OUTCOMES SURVEY)

We monitor how well we respond to the needs of individual learners and to the social, economic and cultural needs of the province through the percentage of graduate survey respondents who are employed, and employed in a related field, within a specified period following graduation. Data on this metric is not shared among our top five peers.

<table>
<thead>
<tr>
<th>Year</th>
<th>Employment rate</th>
<th>Employed in related jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-12</td>
<td>79.5%</td>
<td>96.1%</td>
</tr>
<tr>
<td>2013-14</td>
<td>85.1%</td>
<td>94.7%</td>
</tr>
<tr>
<td>2015-16</td>
<td>76.7%</td>
<td>91.1%</td>
</tr>
</tbody>
</table>

Source (University of Calgary): Graduate Outcomes Survey.
Note: University of Calgary data only; data is not shared among Top 5 peers.
The Graduate Outcomes Survey is administered every two years.
**POSTDOCTORAL SCHOLARS**

Postdoctoral scholars contribute to our overall research quality and productivity, and therefore the number of postdoctoral scholars is an indication of the research environment on our campus. We continue to grow in this important area. However, the top five institutions are all larger than the University of Calgary, and so, in absolute numbers, would be expected to attract and engage more postdoctoral scholars overall.

**POSTDOCTORAL SCHOLARS (PER TENURE AND TENURE-TRACK FACULTY MEMBER)**

Postdoctoral scholars per tenure and tenure-track faculty member represents a relative measure of research quality and productivity. It accounts for size differences among top five institutions by dividing the total number of postdoctoral scholars by the total number of tenure and tenure-track faculty members. This ratio increased in 2015-16 despite the total number of postdoctoral scholars decreasing, because of a UIS methodology change. We no longer include clinicians in our tenure and tenure-track academic staff numbers so as to ensure a more accurate comparison with our peers. We currently rank among our top five peers.

**PERFORMANCE MEASURES**

**RESEARCH AND SCHOLARSHIP**

<table>
<thead>
<tr>
<th>Year</th>
<th>Top 5 (min. 2015-16)</th>
<th>Top 5 (avg. 2015-16)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-13</td>
<td>388</td>
<td>1,188</td>
</tr>
<tr>
<td>2013-14</td>
<td>462</td>
<td></td>
</tr>
<tr>
<td>2014-15</td>
<td>490</td>
<td></td>
</tr>
<tr>
<td>2015-16</td>
<td>468</td>
<td></td>
</tr>
<tr>
<td>2016-17</td>
<td>517</td>
<td></td>
</tr>
</tbody>
</table>

Source (University of Calgary): UIS Fact Book.
Source (Top 5): UIS Fact Book.
Our sponsored research funding measure is one indicator of our research quality and productivity. It includes funding from federal, provincial and foreign governments, corporations, foundations and non-profit organizations, as well as donations and investment funding. The top five institutions are all larger than the University of Calgary, and so, in absolute numbers, would be expected to produce more.

### Sponsored Research Funding (Total) ($ Millions)

This is another relative indicator of research quality and productivity. We currently rank amongst our top five peers and anticipate that this number will increase as a result of the strategies that have been put in place.

#### Top 5:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Top 5 min. 2015-16</td>
<td>$328.7</td>
<td>$324.2</td>
<td>$358.3</td>
<td>$360.5</td>
<td>$380.4</td>
</tr>
<tr>
<td>Top 5 avg. 2015-16</td>
<td>$470.7</td>
<td>$602.9</td>
<td>$602.9</td>
<td>$602.9</td>
<td>$602.9</td>
</tr>
</tbody>
</table>

#### Source:

- University of Calgary: CAUBO.
- Top 5: U15 Fact Book.
- CAUBO = Canadian Association of University Business Officers.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Top 5 min. 2015-16</td>
<td>$254.6</td>
<td>$244.0</td>
<td>$268.2</td>
<td>$304.2</td>
<td>$304.3</td>
</tr>
<tr>
<td>Top 5 avg. 2015-16</td>
<td>$304.3</td>
<td>$304.3</td>
<td>$304.3</td>
<td>$304.3</td>
<td>$304.3</td>
</tr>
</tbody>
</table>

#### Source:

- University of Calgary: CAUBO.
- Top 5: U15 Fact Book.
- CAUBO = Canadian Association of University Business Officers.
**TRI-COUNCIL FUNDING (TOTAL) ($ MILLIONS)**

This measure is an indicator of our research income, intensity and quality. It includes grant funding from the Canadian Institutes of Health Research (CIHR), Natural Sciences and Engineering Research Council (NSERC) and the Social Sciences and Humanities Research Council (SSHRC). The top five institutions are all larger than the University of Calgary, and so, in absolute numbers, would be expected to produce more research funding.

**TRI-COUNCIL FUNDING (PER TENURE AND TENURE-TRACK FACULTY MEMBER) ($ THOUSANDS)**

This is another indicator of research income, intensity and quality. Tri-Council research funding includes grant revenue from the Canadian Institutes of Health Research (CIHR), Natural Sciences and Engineering Research Council (NSERC) and the Social Sciences and Humanities Research Council (SSHRC).

<table>
<thead>
<tr>
<th>Year</th>
<th>Top 5 (min. 2015-16)</th>
<th>Top 5 (avg. 2015-16)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-13</td>
<td>$66.9</td>
<td>$131.4</td>
</tr>
<tr>
<td>2013-14</td>
<td>$58.9</td>
<td>$82.0</td>
</tr>
<tr>
<td>2014-15</td>
<td>$62.0</td>
<td>$113.0</td>
</tr>
<tr>
<td><strong>2015-16</strong></td>
<td>$63.5</td>
<td>$217.8</td>
</tr>
<tr>
<td>2016-17</td>
<td>$71.5</td>
<td></td>
</tr>
</tbody>
</table>

Source (University of Calgary): CAUBO.

<table>
<thead>
<tr>
<th>Year</th>
<th>Top 5 (min. 2015-16)</th>
<th>Top 5 (avg. 2015-16)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-13</td>
<td>$51.8</td>
<td>$111.0</td>
</tr>
<tr>
<td>2013-14</td>
<td>$44.3</td>
<td></td>
</tr>
<tr>
<td>2014-15</td>
<td>$46.4</td>
<td></td>
</tr>
<tr>
<td><strong>2015-16</strong></td>
<td>$53.6</td>
<td>$113.0</td>
</tr>
<tr>
<td>2016-17</td>
<td>$57.2</td>
<td></td>
</tr>
</tbody>
</table>

Source (University of Calgary): CAUBO, faculty counts from the UIS Fact Book.
One measure of a university’s scholarly output is the number of academic and research publications that it produces each year. This measure monitors the number of publications produced by the University of Calgary in all subject areas compared to peer institutions. The top five institutions are all larger than the University of Calgary, and so, in absolute numbers, would be expected to produce more.

Another measure of a university’s research productivity is the number of papers produced on average by each faculty member. This measure monitors the number of publications produced by the University of Calgary by tenure and tenure-track faculty member in all subject areas compared to peer institutions. We are among our top five peers.
One measure of the impact of the research performed is the number of times its publications are cited. Frequently cited publications are viewed as having more relevance or impact. This measure monitors the number of citations produced by the University of Calgary in all subject areas compared to peer institutions. Citation counts follow a typical progression rate, with low numbers in the first year of publication, followed by a greater number of citations in years two through five. Because older papers have more time to accrue citations, we expect to see a smaller total citation count in 2016-17 compared to previous years. The top five institutions are all larger than the University of Calgary, and so, in absolute numbers, would be expected to produce more citations. However, this year for the first time, we fall within the top five overall with our 2-year total citation count.

This measure monitors the number of citations per faculty member produced by the University of Calgary in all subject areas compared to peer institutions. Because older papers have more time to accrue citations, they exhibit a higher average count than more recent ones. Our 2-year citation count per faculty member now exceeds the average of the top five institutions.

Source: Clarivate Analytics InCites™ — Total citations accrued since original date of publication.

Source: Clarivate Analytics InCites™ — Total citations accrued since original date of publication; faculty counts from U15 Fact Book.
**PERFORMANCE MEASURES**

**RESEARCH AND SCHOLARSHIP**

**NEW INVENTION DISCLOSURES**

This measure monitors the number of new or novel inventions that our researchers disclose each year while patent protection is being obtained. New invention disclosures are granted for ideas that produce products, processes, machines, or compositions of matter, or any new and useful improvements of these.

**NEW LICENSES**

New licenses provide one measure of a university’s scholarly output that will be translated into useful products that help to shape society. It refers to the number of new discoveries licensed each year.
COMMUNITY AND ENVIRONMENT

FUNDRAISING ($ MILLIONS)

We monitor the extent to which we engage the community in our educational programs and our research, scholarship and creative activity through a measure that tracks the level of funds we raise within the community to support these activities.

<table>
<thead>
<tr>
<th>Year</th>
<th>Top 5 (min. 2015-16)</th>
<th>Top 5 (avg. 2015-16)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-13</td>
<td>$123.7</td>
<td>$115.3</td>
</tr>
<tr>
<td>2013-14</td>
<td>$129.3</td>
<td>$115.9</td>
</tr>
<tr>
<td>2014-15</td>
<td>$115.9</td>
<td>$105.5</td>
</tr>
<tr>
<td>2015-16</td>
<td>$226.2</td>
<td>$151.4</td>
</tr>
<tr>
<td>2016-17</td>
<td>$226.2</td>
<td>$151.4</td>
</tr>
</tbody>
</table>

FINANCIAL HEALTH (ENDOWMENT BALANCE ($ MILLIONS))

Growth in our endowment balance is an important indicator of the cumulative support we have received from our community. It is an indication of our capacity to support our academic priorities in future years. While we are in the range of the top five UIS universities, this will continue to be an area of focus in the coming years.

<table>
<thead>
<tr>
<th>Year</th>
<th>Top 5 (min. 2015-16)</th>
<th>Top 5 (avg. 2015-16)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-13</td>
<td>$568.3</td>
<td>$618.3</td>
</tr>
<tr>
<td>2013-14</td>
<td>$661.8</td>
<td>$703.6</td>
</tr>
<tr>
<td>2014-15</td>
<td>$790.6</td>
<td>$823.6</td>
</tr>
<tr>
<td>2015-16</td>
<td>$772.3</td>
<td>$818.1</td>
</tr>
<tr>
<td>2016-17</td>
<td>$888.1</td>
<td>$934.1</td>
</tr>
</tbody>
</table>

FINANCIAL SUSTAINABILITY (UNRESTRICTED NET ASSETS) ($ MILLIONS)

One index of our leadership in the area of economic sustainability is the level of our Unrestricted Net Assets (UNA). Leading universities establish positive UNA balances to ensure that they have the resources needed to address challenges and leverage opportunities.

<table>
<thead>
<tr>
<th>Year</th>
<th>Top 5 (min. 2015-16)</th>
<th>Top 5 (avg. 2015-16)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-13</td>
<td>$279.0</td>
<td>$416.5</td>
</tr>
<tr>
<td>2013-14</td>
<td>$542.0</td>
<td>$583.5</td>
</tr>
<tr>
<td>2014-15</td>
<td>$790.6</td>
<td>$818.1</td>
</tr>
<tr>
<td>2015-16</td>
<td>$790.6</td>
<td>$818.1</td>
</tr>
<tr>
<td>2016-17</td>
<td>$1,230.0</td>
<td>$1,230.0</td>
</tr>
</tbody>
</table>

Source (University of Calgary): Audited financial statements.
Source (Top 5): CAUBO
Unrestricted net assets form a portion of net assets.
PERFORMANCE MEASURES

COMMUNITY AND ENVIRONMENT

SUSTAINABILITY

We measure performance in sustainability initiatives using the Sustainability Tracking, Assessment and Rating System (STARS) developed by the Association for the Advancement of Sustainability in Higher Education (AASHE). This measure monitors our performance in the areas of environmental and social sustainability in education and research, operations, planning and administration. The benchmark below includes UCalgary data from 2017.

FINANCIAL SUSTAINABILITY (FACILITIES CONDITION INDEX (FCI))

FCI provides one measure of the quality of our learning environment. It is calculated as a percentage of the total value of our supported asset pool requiring upgrades to various base building elements. A lower number is more favourable. Improvements in our FCI can result from investments in maintenance, changes in the replacement value of campus facilities, and the addition of new facilities. This is a measure that is impacted by increases or reductions in government funding.

<table>
<thead>
<tr>
<th>Institution</th>
<th>2015-16</th>
<th>2016-17</th>
<th>Top 5 (min. 2015-16)</th>
<th>Top 5 (avg. 2015-16)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Laval</td>
<td>82.50%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Calgary</td>
<td>76.20%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UBC</td>
<td>75.01%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>McGill</td>
<td>72.63%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dalhousie</td>
<td>70.82%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Western</td>
<td>67.42%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Saskatchewan</td>
<td>54.90%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manitoba</td>
<td>52.56%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Montréal</td>
<td>45.28%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gold</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Silver</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

Source: Association for the Advancement of Sustainability in Higher Education (AASHE) (U15 institutions participating in STARS as of May 2017).
EMPLOYEE ENGAGEMENT

Employee engagement levels — though not measured against our peers as comparative data is unavailable — provide us with an important assessment of how well we work together to ensure a culture of respect and recognition, build commitment and trust in leadership, and create a ‘one university family’ environment. Results from our 2011 survey provided an important baseline from which to measure progress. Recent results from 2013, 2015 and 2017 demonstrate that we have made significant improvements, and remain equal to or better than public- and private-sector norms in many indicators. There is still work to be done, and we have plans in place to drive progress on key indicators.

In 2017, the participation rate was 56%, up from 47% in 2011.
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This year, we are wrapping up the original Eyes High strategy with our final report card. (Note: we always have to wait a year for comparator data to be made available by other universities, which is why we did not finish up in 2016). Our goal was to become, by our 50th Anniversary, “one of Canada’s top five research universities, fully engaging the communities we both serve and lead.” With two-thirds of our key performance measures now in the top five compared with our peer institutions of research universities, and an increasingly deep connection with our surrounding community, we can be proud of all we have accomplished together in those first five years. Thank you for being a part of such an exciting journey — for proactively shaping it to reflect the ever-changing landscape around us and for contributing unwaveringly to the goals we set out together.

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In Fall 2016, we again turned our sights to the future and set out to review and refine our Eyes High vision, energizing it for the road ahead. Once again, you came forward with tremendous enthusiasm to help improve our strategy for our next five years (2017-22). We captured an unprecedented 10,000 points of engagement over a three-month period, gathering invaluable input from students, faculty, staff, alumni, and community supporters. Such a diversity of voices and perspectives makes for a very well-informed direction for our university, and I am grateful to you for sharing your thoughts so generously. When we introduced our energized Eyes High strategy in April 2017 — closing off a year of 50th Anniversary festivities — we entered a new phase of our development as a university.

Moving forward, we will continue building on our successes to date while ensuring that we remain relevant in our evolving global society. In the coming year alone, we have much to anticipate:

- completing and introducing newly energized academic and research plans;
- opening the Hunter Hub for Entrepreneurial Thinking;
- completing and introducing our community-driven Indigenous strategy;
- launching the Western Canadian Microbiome Centre;
- revitalizing some of our most well used and well-loved spaces on campus, including MacKimmie Tower;
- getting ever-closer to meeting our $1.3 billion fundraising goal through Energize: The Campaign for Eyes High;
- being inspired by the accomplishments of our 173,000+ alumni across the globe; and
- wishing another class of UCalgary graduates well as they set out to make their place in the world.

I hope that you are able to share in our progress this year and celebrate what makes your university successful. I would like to personally thank you for your ongoing commitment to advancing our goals and to helping us make a positive impact each day.

Elizabeth Cannon
President and Vice-Chancellor
OUR EYES HIGH VISION

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.